



Emu or dodo
The EC approaches
a moment of truth

Page 19



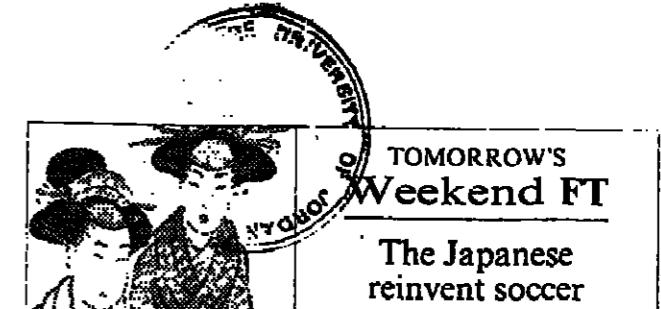
Surprises in store
Shops that count you
in and count you out

Technology, Page 16



Taiwan
A search for
identity

Survey, Pages 11-14



TOMORROW'S
Weekend FT

The Japanese
reinvent soccer

line in Volvo B, off SKr 431.

SLO, in contrast, was
tied to a 2 per cent gain by
domestic interest rates
forecasts of a narrow
get deficit for 1994, the all
re index closing 11.72
at 575.55.OPENHAGEN closed 11.72
higher with the KFX
ex up 1.03 at 585.84.
Investor interest in Superior
in agricultural chemical
and road-building group
is stimulated by continuing
nourish that the company
will be the subject of a
takeover. The shares rose
17 to DKK 384.STANBUL returned to life
at an consolidation phase
beginning on Monday, re-
continuing the company's
index lost 10.6 to 155.31.
Protests of TI, London, how-
ever, most market comments
believe that equities
main positive and forecast
further gains in the short term.NATO-Russia link: German defence minister
Volker Rühe called for the Nato alliance to develop
a "new strategic partnership" with Russia, to
meet the security interests of Moscow. Page 20EC airlines plea: European Community airlines
and telecommunications groups must be given
time to grow stronger before the European market
can be opened to full outside competition, according
to the EC's competition commissioner. Page 20

Nobel literature prize for Toni Morrison:

Europe's Business Newspaper

Swedish banking loans referred for legal scrutiny

The Swedish state prosecution office is to scrutinise of wrongdoing and bad business practice. A total of 156 cases have been passed to the office by the country's bank inspection board. It is part of the fall-out from Sweden's two-year banking crisis, which has brought more than SKr100bn in credit losses and forced the government to provide safety net for the entire banking system.

NATO-Russia link: German defence minister Volker Rühe called for the Nato alliance to develop a "new strategic partnership" with Russia, to meet the security interests of Moscow. Page 20

EC airlines plea: European Community airlines and telecommunications groups must be given time to grow stronger before the European market can be opened to full outside competition, according to the EC's competition commissioner. Page 20

Nobel literature prize for Toni Morrison:

Author and academic Toni Morrison (left) became the first black American woman to win the Nobel literature prize. The Swedish Academy, awarding the \$837,000 prize, said she had displayed in her six novels and numerous essays an epic power and unerring ear for dialogue. Morrison said: "What is most wonderful for me personally is to know the prize has at last been awarded to an African-American." Page 5

Rocard fined for libel: French Socialist party chief Michel Rocard was fined FFr10,000 (\$1,780) for libel by a Paris court for accusing far-right leader Jean-Marie Le Pen of torturing Arab prisoners during the Algerian war.

UK tax option: UK chancellor of the exchequer Kenneth Clarke kept open the option of tax increases in his November Budget after containing a threatened rebellion at the Conservative party conference against the imposition of value added tax on domestic fuel. Page 20

Peugeot-Citroen loss: Peugeot-Citroen plunged into a net loss of FFr1.12bn (\$183m) in the first half of this year; the French car group announced. It saw no sign of a pick-up in demand. Page 21

Chinese consumer credit: The Chinese will be assessed for creditworthiness under a consumer finance joint venture launched by Orix, the Japanese leasing company. Page 21

Fujitsu joins venture: Fujitsu, the Japanese computer and telecommunications company, and Hyundai Electronics, part of the South Korean Hyundai Business Group, have agreed to collaborate in the manufacture of semiconductor memory chips. Page 6

Roche profits grow: Roche, which has just surpassed Merck of the US to become the world's most highly valued pharmaceutical group, reported an 11 per cent rise in sales in the first nine months of the year to SFr10.7bn (\$7.1bn). Page 21

Florida tourist stabbed: A Scottish tourist needed 56 stitches after fighting off knife-wielding muggers as he walked beside a beach in Fort Lauderdale, Florida. He left hospital later.

Croatian troops accused: Croatian government troops shot or burned to death Serb villagers and razed their communities in a well-planned "scorched earth" incursion over a UN cease-fire line last month, UN officials said in Zagreb. Muslim split widens. Page 3

Debt ratings downgraded: Standard & Poor's, the US credit rating agency, has downgraded the debt ratings of Dai-Ichi Kangyo Bank, the most recent in a line of credit downgrades for the big Japanese banks. Page 24

Italian bankers arrested: Three prominent bankers have been arrested on charges of fraudulent bankruptcy relating to the 1991 collapse of Federconsorzio, the powerful Italian agricultural services group. Page 3

Ex-BCCI men in court: Eleven former officers of the Bank of Credit and Commerce International are to appear in court in Abu Dhabi tomorrow to face charges that include forgery, mismanagement and fraud. Page 4

Philips selling US chain: Philips, the Dutch electronics group, will sell its 490 US video and music retail stores to Blockbuster, the US rental and retail group, for \$150m. Page 22

■ STOCK MARKET INDICES

FSE 100 3022.4 (+8.4)

Yield 3.79

FSE Eurobank 100 1317.6 (-4.08)

FIA All Share 1530.42 (-0.2%)

Nikkei 21,295.63 (-24.62)

New York Juncture 3,398.48 (-2.51)

Dow Jones Ind Ave 3,298.48 (-0.45)

S&P Composite 909.29 (-0.45)

S Index 80.9 (-0.10)

■ US LUNCHTIME RATES

Federal Funds 2.25%

3-mo Treasury Bills 3.62%

Long Bond 6.03%

Yield 4.83%

■ LONDON MONEY

3-mo Interbank 5.5% (5.5%)

Life long gilt future - Dec 11/3 (Dec 14/3)

■ NORTH SEA OIL (Argus)

Brent 15-day (Nov) 37.16 (17.24)

■ Gold

New York Comex (Dec) \$358.5 (358.2)

London \$357.7 (355.75)

Tokyo close Y 105.35

■ STERLING

New York Juncture: 1.5235

London: 1.5225 (1.522)

DM 2.47 (2.477)

FF 8,402.0 (8,522)

SF 2.17 (same)

Y 160.0 (161.0)

E Index 80.9 (81.0)

■ DOLLAR

New York Juncture: 1.42125

DM 5.5705

FF 1.4245

Y 165.05

London: 1.4222

DM 5.568

FF 1.4225 (1.4225)

Y 165.1 (165.6)

\$ 80.9 (81.0)

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Belgium 581.00

Denmark 581.00

Greece 581.00

Iceland 581.00

Spain 581.00

Sweden 581.00

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Yugoslavia 581.00

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NEWS: EUROPE

Confusion rules as Yeltsin takes scythe to soviets

By Layla Boultton in Moscow

PRESIDENT Boris Yeltsin's plans to reform the system of soviets – the law-making councils in every village, town, district and region of Russia – yesterday touched off a mixture of anger, bewilderment, and resignation in the regions.

The soviets system was developed by Lenin under the slogan "All Power to the Soviets". They had no real power under communism but, in more recent times, have clashed increasingly with parallel executive bodies known as administrations.

The frightening sight of tanks pounding the Russian parliament

has come as a clear warning to the soviets, many of which had backed Mr Ruslan Khasbulatov, parliamentary speaker, in his power struggle with Mr Yeltsin.

Taking the hint, some have begun to discuss their own dissolution.

"Everybody understands that we must end this theatre of the absurd," said Mr Vitaly Turkov, a spokesman for the Vladimir province council just east of the capital.

Mr Vasily Cherepanov, deputy chief of the Petrov council, said relations with the regional administration had been soured by the power struggle in Moscow and that his council would no doubt vote to dis-

solve itself. However, he did not think any new council system would last long because Mr Yeltsin would find it in a new "enemy" to blame for worsening economic problems.

A spokesman for the Chelyabinsk council, which appointed its chief as head of the administration in defiance of another governor appointed by Mr Yeltsin, hit out at the president's "violation of human rights".

Although made from such a clear position of strength, Mr Yeltsin's announcement on Wednesday of impending changes also posed more questions than it answered.

Most officials of the soviets agree they need reforming, saying for a

start that regional soviets need to be cut back from 200 members to 10-15. They also agree they should not be involved in the day-to-day running of the regions. But nobody has yet spelt out what should replace them, nor is it clear whether all but the regional and some city soviets, would be abolished.

Mr Vyacheslav Tyabotin, spokesman for the Novosibirsk regional administration, whose governor was sacked on Tuesday for opposing Mr Yeltsin's dissolution of parliament, said he believed a single regional soviet would be sufficient for Novosibirsk.

He cited as absurd the existence of a soviet in even the smallest village.

"Endless contradictions in some soviets have turned many of them into big talking shops," he said. But he and many others warned that haste in electing new councils in December, as Mr Yeltsin suggested, would bungle the reform of local government.

Deputy prime minister Sergei Shakhrai, who specialises in regional and constitutional issues, has threatened to resign because, fearing a power vacuum, he wants gradual reform of soviets after a new national parliament is created.

The reform of the soviets also has a direct bearing on attempts to

transform Russia into a genuine federal state. Republics such as Bashkortostan, which sees its soviet as the national parliament, insisted that any reform must be decided together with federation members.

Mr Yeltsin's announcement also leaves in the air how the upper chamber of a new Russian parliament would be formed. His initial plan was for it to be a Federation Council comprising leaders of each region's administration and council. But Mr Nikolai Ryabov, head of the central electoral commission, said yesterday a lower chamber could be elected in December, and formation of an upper chamber decided later.

Hard words in prospect on debt

By Quentin Peel in Bonn

NEGOTIATIONS to reschedule at least \$25bn of Russia's debts to western commercial banks opened in Frankfurt yesterday, as a top Russian minister indicated that he would seek more generous terms.

The "London Club" of some 600 commercial bank creditors, represented by a committee chaired by Germany's Deutsche Bank, have offered a 15-year rescheduling arrangement. It involves a five-year grace period, and then repayment over a further 10 years.

As preliminary talks opened yesterday, led by Mr Andrei Pavlov, the first deputy finance minister on the Russian side, a statement was released in Moscow saying Russia could not afford the \$6bn due to both commercial bank and official creditors next year.

Mr Alexander Shokhin, the deputy prime minister in overall charge of relations with international institutions, said the government was "calling on its official and commercial bank creditors to consider another restructuring scheme more acceptable to Russia".

Mr Shokhin, who is due in Frankfurt today to head the Russian team, said Moscow could only afford to pay \$2.5bn of debt servicing in 1994.

The Russian government was divided on the issue, with some ministers favouring a debt write-off. But opinion has now swung behind Mr Boris Yefodorov, finance minister, who believes Russia can and must manage to service its rescheduled debts.

The Russian delegation is likely to meet a tough attitude from the western bankers, who believe Russia has considerably more foreign exchange than the \$6bn reserves held by the central bank. Mr Georg Krupp, the Deutsche Bank director responsible, suggested recently that Russian banks held up to \$10bn outside the country, and enterprises a further \$20bn.

Moscow has already agreed a rescheduling arrangement with the Paris Club of official government creditors, involving some \$15bn of the \$37bn they are owed.

The commercial banks are owed an estimated \$37.5bn, including a backlog of \$1.5bn accumulated for 1993 alone. So far this year, the debt has been subjected to repeated 90-day roll-over agreements, which the new deal would replace.

Yet to negotiate an arrangement with Moscow is the group of unsecured trade creditors, owed some \$12bn.

When the recent backlog of payments is included, total Russian debt is now estimated at around \$30bn.

Tough battle for the spoils of patronage

Kerin Hope takes a local look at some of the campaign's issues

GREEK ELECTIONS

If GREECE'S opposition Panhellenic Socialist Movement wins the general election on Sunday, several hundred new jobs will be created in Lavrion, a port south of Athens where some 70 per cent of the workforce has been made redundant in the past three years.

The ruling New Democracy party, lagging in the polls, manages to scrape back in the lead between a conservative government and socialist local administration will continue, determining new businesses from arriving.

The election campaign is being fiercely fought in Lavrion, a town that exemplifies problems a new government must address: disinvestment, increasing reliance on the black economy and intense political interference that blocks administrative reform.

Issues that have dominated the campaign, such as the ballooning public debt, Greece's ability to handle the EC presidency next year and, in recent days, the outlook for talks with

Macedonia, can arouse strong reactions.

However, in Lavrion argument is just as passionate over the town's efforts to secure its share of the public investment budget. Competition is strong for the spoils of Greece's patronage system, distributed for the most part to the governing party's political allies.

"We've had a funding squeeze and public works projects moved very slowly. Things will pick up a good deal here if Pasok comes back," said Mr Panayiotis Baflas, deputy mayor.

The conservatives claim they kept their 1990 election promises, improving the road from Athens and building a workers' housing estate.

However, the town has lost almost 20 per cent of its residents since several large companies, including two textile producers, a ceramics manufacturer and a yacht-builder, shut down. A bigger blow to Lavrion would be the loss of a \$60m project to build a power station. If the conservatives win the election, it will be built in central Greece instead.

"We get by, thanks to the black economy, with people

working in the building trade

for illegal summer homes, or

by commuting to jobs closer to

Athens. But there aren't many

jobs for women so family

incomes are down," said Mr Demosthenes Mourelatos, an

electronics technician.

The effects of recession,

blamed on the conservatives'

stabilisation policy, together

with their commitment to pri-

vatising public utilities and

shutting loss-making industrial

companies under state control,

have undermined New Democ-

racy's chances of winning a

second term.

Polls show Pasok holding a

steady lead of between three

and five percentage points,

which would translate into an

overall majority of about 12

seats in the 300-member parlia-

ment.

Mr Constantine Mitsotakis,

the conservative prime minis-

ter, has managed to make a

dent in Pasok's support by

energetically touring the coun-

tryside. This was done to point

up the contrast with Mr Andras Papandreou, the socialist leader, whose health is too frail to allow him more than a few carefully stage-managed campaign appearances.

Given that the prime minis-

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responsibility for a multitude

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However, Mr Mitsotakis's

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leader perceived as serving the

interests of his extended family

and close business associates.

If the conservatives are

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Political Spring is expected

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Austin Peel in Bonn

NEGOTIATIONS to reschedule west Germany's debts in Frankfurt yesterday, as a top Russian minister, he would see the "London Club" of some commercial bank credit represented by a committee, chaired by Germany's Deutsche Bank, have offered a year rescheduling arrangement. It involves a five-year period, and then repeat over a further 10 years. Preliminary talks opened yesterday, led by Mr Andrei Filov, the first deputy minister on the Moscow side, a statement was issued in Moscow saying Russia could not afford the due to both commercial and official creditors at year.

Mr Alexander Shokhin, deputy prime minister in charge of relations with international institutions, said the government was "calling its official and commercial bank creditors to consider other restructuring schemes acceptable to Russia". Mr Shokhin, who is due to meet today to head a Russian team, said Moscow could only afford to pay 10% of its debt service in 1994. The Russian government is divided on the issue, some ministers favouring a write-down, but others believe Russia can still manage to service its debts.

The Russian delegation is likely to meet a second time next week, the western banks who believe Russia has probably more financial resources than the 100 billion mark Mr Gennady Krupp, the Deutsche Bank director in Moscow, says recent reports. Moscow has held up a plan to issue a new ruble.

Germany's finance minister, Hans Eichel, has written to the European Commission, asking for a moratorium on the introduction of the euro, which is due to start in 1999.

The European central bank's president, Wim Duisenberg, has agreed to a one-year extension of the euro's introduction, including a review of the currency's introduction in 1999.

Yet to be decided is an agreement with the European group of central bank governors, which is due to be signed in October.

What will be decided is whether to extend the current moratorium on the euro's introduction until 1999.

together
talks

Modest fall in German jobless rate

By Andrew Genillard in Bonn

WEST German unemployment fell by only a modest 0.1 per cent last month in spite of expectations that economic activity would pick up after the summer break.

The number of people out of work in west Germany last month was 2.3m, down 26,800 on August. The unemployment rate fell from 7.5 per cent in August to an unadjusted 7.4 per cent. This compares with a 5.8 per cent rate in September last year. "The reduction in the number of employed people has continued unabated until now," Mr Bernhard Jagoda, president of the federal labour office, said.

However, the number of people put on short-time work again increased, jumping by nearly 200,000 to 390,400 last month, and on an adjusted basis the number out of work rose to 2.38m from 2.34m in August. Short-time workers are defined as employees who stay on their companies' payrolls but work less than the normal 38 hours a week. Part of the salary is covered by the federal labour office.

In eastern Germany, the unemployment rate fell slightly from 15.4 per cent in

The labour office said it had DM400m in the last six months after introducing stricter controls over recipients of unemployment benefits.

Legal moves on waste recycling

GERMANY'S ambitious

recycling programme for packaging waste faced a new obstacle yesterday after a large dairy company filed a supreme court suit seeking to undermine its key requirements, Reuter reports from Bonn.

A spokeswoman for Alois Müller, a Bavarian dairy company, said the Constitutional Court in Karlsruhe had said it would hear the case. "We have been told verbally the case will be accepted, but we do not have an official written confirmation yet," said spokeswoman, Mrs Marita Rehbein, of Alois Müller's legal department.

For the court said he believed a decision on the case was still pending.

The case is the latest gesture of opposition to the programme run by a private company, Duales System Deutschland (DSD), which has been criticised by Germany's federal cartel agency and which narrowly escaped a financial crisis this summer. Alois Müller's challenge also echoed mounting calls from industry and environmental experts, including government members of parlia-

ment, for incineration to be given a greater role in flattening the mounting dumps.

Alois Müller, which uses mainly plastic containers for milk products it distributes nationally, is challenging a strict 1990 recycling ordinance that requires the private sector to recycle rather than burn or dump most throw-away packaging.

"The main point for us is that incineration must be allowed as an alternative to recycling," Mrs Rehbein said.

She acknowledged it would probably take the court years to reach a decision because of backlog in cases.

Alois Müller's challenge would undermine a clause of the ordinance which requires 80 per cent of disposable packaging made of plastic, cardboard, paper or metal to be collected and 80 per cent of that to be recycled - provisions that will take effect in 1994.

Under pressure from the new rules, the three sectors involved - packaging makers, retail businesses and waste management companies - last year set up a national network for collecting the waste from homes and recycling it.

Cocaine seizures in Europe soar

By Andrew Hill in Brussels

COCAINE seized by European customs authorities was up 42 per cent in the first half of this year, on the same period in 1992, customs officials said yesterday.

European officials seized 9,800kg of cocaine in the first six months of 1993, against 6,514kg in the first half of 1992. The Brussels-based Customs Co-operation Council said. The amount of cannabis seized in Europe during the first half of the year also increased, from 80 to 91 tonnes.

The amount of heroin seized decreased in western Europe, but rose in the east European countries. Mr Georges Davrou,

deputy director of the CCC's technical division, said yesterday that it was too early to tell whether the abolition of many of the EC's internal frontier controls on January 1 had had any effect. Customs officials have always argued that more illicit drugs are seized following tip-offs or large-scale cross-border operations than as a result of random checks.

The nine members of the Schengen free-travel accord - all 12 EC countries except Britain, Denmark and Ireland - have pledged to lift remaining passport controls from December. Although it supports the deadline, France, in particular, has expressed concern about the flow of drugs.

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NEWS: EUROPE

Bosnian Moslem split widens

Laura Silber reports on how Serbs and Croats are managing to drive a wedge between Moslem regional bosses and the Sarajevo presidency

CONVINCED that fighting between Moslems in north-western Bosnia will finalise the republic's two-way partition, Serb and Croat leaders observe the escalating violence with barely concealed delight.

They see the first intra-Moslem clashes as proof that the process of fragmentation is unstoppable. There is slim chance, they believe, for Bosnian President Alija Izetbegovic to build his own mostly Moslem state on the ashes of multi-ethnic Bosnia.

Fighting erupted after Mr Fikret Adic, the undisputed leader in the north-west region, declared autonomy for this densely populated Moslem heartland. The proclamation prompted Mr Izetbegovic to order Bosnian army troops to stop the rebellion.

In an attempt to stop his would-be mini-state further disintegrating, Mr Izetbegovic addressed the United Nations General Assembly in New York yesterday where he protested that Bosnia was being subjected to "political vivisection".

Mr Adic's declaration of autonomy in the BiH pocket was the outcome of 18 months of war. It was encouraged by Serb and Croat nationalists. Mr Adic also was keenly aware of

tactical backing from the international community. Mediators Lord Owen and Mr Thorvald Stoltenberg, frustrated with Sarajevo, in the shattered Bosnian capital, Mr Adic counts for little.

However, he is a hero in his fiefdom, surrounded by Serb rebels in Bosnia and neighbouring Croatia.

He is credited by his admirers for using his political cunning to ensure the survival of his enclave, which has escaped the devastation wrought on the rest of Moslem-held Bosnia.

But his detractors say calculating Serbs and Croats are preparing to gobble up the region, intact, later.

In the BiH area, named after the biggest town, Mr Adic is revered for enriching this poor region by building up Agrokomerc, an agro-industrial plant.

His popularity soared after a stint in jail in 1987 for issuing \$200m (£138.6m) in unbacked promissory notes. His oppo-

nents call him a white-collar crook while fervent supporters claim he was framed. While fighting between the Bosnian army and troops loyal to Mr Adic continues, he boasts, according to the Belgrade daily newspaper Politika, that "Izetbegovic's state is defeated in western Bosnia and it will be defeated in Tuzla and in other parts of Bosnia."

Bosnian Serb leaders over the past month have leaked reports of talks with Mr Selim Besagic, mayor of Tuzla, the largest Bosnian stronghold in the north. They boast about "signals" from Tuzla that the Moslem region is also preparing to break away but to join Greater Serbia.

The international mediators appear to have taken an interest in Mr Besagic, stepping up their contacts with him over the summer. Bosnian Serb chieftain Radovan Karadzic repeatedly claims he has messages from European capitals expressing opposition to a Moslem state in Europe.

If Tuzla, too, under pressure of the war and the Serb stranglehold, declares autonomy from Sarajevo, Bosnia will be divided between Serbia and Croatia, with nothing left for the Moslems but assimilation or migration.



Reuter

Bosnia's President Izetbegovic with his UN envoy Mohamed Sacirbey in New York before addressing the General Assembly

By David Buchan in Paris

A BOURBON - King Juan Carlos of Spain - was back yesterday in the Palais Bourbon, as the classical building which houses France's national assembly on the banks of the Seine was once known.

The stir caused by the presence of the Spanish monarch, himself a descendant of Louis XIV, in the French parliament was nothing to do

with any royalist revanchism or indeed what King Juan Carlos said; he delivered a 30-minute eulogy on the good state of French-Spanish relations.

The controversy, rather, centred on the fact that Mr Philippe Séguin, the maverick Gaullist president of the national assembly, had had the temerity to invite, off his own bat, King Juan Carlos to be the first foreign leader to address the French par-

liament since President Woodrow Wilson in 1919.

As far as the government and the Foreign Ministry in particular, are concerned, the legislature is straying dangerously into the executive's foreign policy patch. Yet Mr Séguin, who is campaigning to enhance the image of what is one of Europe's weakest legislatures, called the king's visit "a great day" for parliament. Mr Séguin won praise from

flattered MPs of all sides for pulling off his "Juan Carlos" coup, but many deputies are less pleased by his other moves to make their legislature more business-like. In order to increase flagging attendance, Mr Séguin has for instance forbidden individual deputies to cast electronic votes for absent colleagues, as they had freely done so in the past.

President François Mitterrand himself shares some of Mr Séguin's aims,

having proposed last spring that the constitution should be changed to give parliament more time and scope to organise its business.

But the Balladur government wanted to limit such a constitutional change. It now finds, however, the other part of the legislature - the Senate which is not even directly elected - is taking a leaf out of Mr Séguin's book. It has invited Chancellor Helmut Kohl to address it next week.

Italian bankers on fraud charges

By Robert Graham in Rome

THREE prominent bankers have been arrested on charges of fraudulent bankruptcy relating to the 1991 collapse of Federconsorzio, the powerful Italian agricultural services group.

Federconsorzio was forced into liquidation in May 1991 with outstanding debts of £4,200m (£1.74bn). These are the first arrests connected with the affair, which caused widespread friction with foreign creditors over full repayment of debts contracted by the agricultural services group.

Those arrested yesterday

were Mr Paolo Bambara, the Federconsorzio chief executive,

and Mr Rosario Corso, a senior member of the management of the leading state-controlled bank, Credito Italiano.

It was revealed yesterday that a week ago police arrested Mr Lorenti, the financial director of Federconsorzio.

The charges allege that these men abused their positions when Federconsorzio was on the brink of collapse, ensuring that certain bank loans were reimbursed in full prior to the formal liquidation process.

The arrests highlight the increasing involvement of the banking system in investigations into corruption. Earlier this week police arrested Mr Franco Matera, a senior manager at the Banca Nazionale dell'Agricoltura, for allegedly helping to facilitate a £2.5m bribe for a contract for nine helicopters supplied to the Italian security forces by Augusta, the state-controlled helicopter manufacturer.

Meanwhile, Milan magistrates have issued an arrest warrant for Mr Enrico Braggiotti, former chairman of Banca Commerciale Italiana, allegedly in connection with £30m (£23m) paid to him by the late Mr Raul Gardini while head of Ferruzzi-Montedison.

■ Greek supreme court pro-

secutors yesterday dropped their investigation into allegations of wrongdoing in the sale of Heraclies General Cement to Italy's Calcestruzzi, court officials said, Reuter reports from Athens.

Calcestruzzi, which is con-

trolled by the Feruzzi group,

bought the major share in Her-

acles, Europe's biggest cement

exporter, in 1992 for £25m (£1.6m) in a joint venture with the state-run National Bank of Greece.

According to prosecutors, no evidence had been

found to justify charges

against employees of the state-

rail company, or any others

involved in the sale.

Feruzzi's financial executive,

Mr Giuseppe Berlino, had

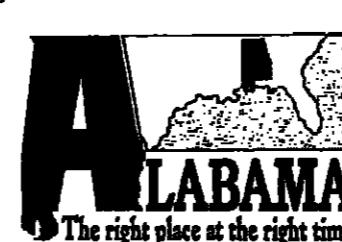
alleged that Greek politicians

received bribes to expedite the

sale of the cement company.

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NEWS: INTERNATIONAL

Beijing hits at Patten over HK speech

By Tony Walker in Beijing

CHINA yesterday expressed its "regret" over a speech on Wednesday by Hong Kong Governor Chris Patten in which he warned that decisions on arrangements for pending elections would have to be taken in weeks not months.

Mr Wu Jianmin, Foreign Ministry spokesman, said there still remained a "large gap" between China and Britain on the issue, but his remarks were low-key. "We hope that the

British side will take a truly constructive attitude towards the talks so as to narrow the gaps as early as possible, and make the talks a success."

Mr Patten, who wants to extend the franchise for local elections in 1994 and for elections to the Legislative Council (Legco) in 1995, told Legco on Wednesday that "we now have only weeks rather than months" to conclude arrangements.

China is bitterly opposed to Mr Patten's proposals, arguing that they

contradict understandings reached in negotiations during the 1980s on the future of the colony, which reverts to Chinese rule in 1997. The 1994 and 1995 elections are the last that will be held before the handover.

Beijing and London have conducted 12 rounds of talks on the future of Hong Kong in an effort to resolve differences over Mr Patten's proposals, but have made little progress. Talks are due to resume in the Chinese capital early next week.

"The Chinese side is of the view the current talks are aimed at a smooth transition in Hong Kong's political system," Mr Wu said. "A bilateral agreement on the 1994-95 election arrangements is the necessary condition for a 'smooth train'."

This latter reference is to arrangements that would help Hong Kong through the difficult transitional period when London yields control in Beijing.

Legislators elected for four years in 1995 would continue to hold office

after the Chinese takeover, hence Beijing's extreme sensitivity over the possibility that an extended franchise might yield more militant representatives.

Referring to agreements between Beijing and the UK, including the Joint Declaration on the colony's future, initialled in 1984, and the Basic Law of 1990, Mr Wu said that the "essence" of the current dispute was not over whether there should be democracy, but "whether one should honour his word".

Fresh setbacks for Australian budget plans

By Nikki Tait in Sydney

THE Australian government last night suffered a further setback when two of the revenue-raising measures in its proposed budget were voted down by the Senate.

The first measure to be defeated was a proposed increase in wholesale sales tax on wine from 20 per cent to 31 per cent. This has been strongly denounced by both the opposition coalition and by the minority parties (the Democrats and the Green party) which hold the balance of power in the Senate.

The loss of this increased tax revenue would affect the government's revenue calculations for the current tax year, but by a relatively small amount of A\$70m (£30m).

The Senate subsequently approved one round of wholesale sales tax increases, but then voted down a proposed second round, due to come into effect in July 1995. The second round of tax increases was rejected by the opposition and the Greens, leaving the crucial vote with the Tasmanian independent senator, Mr Brian Harradine. He finally voted against the increase.

Although the outcome of the Senate voting was largely as predicted, it is still unclear

where this leaves the government's finance proposals. Earlier in the day Mr John Dawkins, the treasurer, had insisted that the government would implement the income tax cuts proposed in its budget only when the revenue-raising measures had been passed by the Senate. "This is a package, and it will remain a package as far as the government is concerned," he said.

Mr Dawkins' latest affirmation of the government's determination to link revenue-raising and tax-cutting measures could mean the personal income tax reductions, due to come into effect next month, will be delayed. Should this happen, Mr Dawkins claimed, the opposition could be held responsible.

There was, however, one brighter piece of news for the government yesterday. The nation's unemployment rate fell from 11.1 per cent in August to 10.9 per cent last month, according to the latest seasonally adjusted data. The Bureau of Statistics said 45,100 people found work during the month, although most of the jobs created were for part-time work, and full-time employment rose only slightly. The drop in the unemployment rate was largely in line with analysts' forecasts.

BUSINESSES FOR SALE

REPEAT INVITATION TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "SPINNING & WEAVING MILLS DEM. LEVENTAKIS S.A." of Athens, Greece

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouliki Street, Athens, Greece, in its capacity as Liquidator of "SPINNING & WEAVING MILLS DEM. LEVENTAKIS S.A." a company having its registered office in Athens, Greece [the "Company"], which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990 [as supplemented by article 14 of Law 2000/1991].

ANNOUNCES a call for tenders

for the highest bid by submission of sealed binding offers for the purchase by public auction [the "Auction"] of the assets of the Company, as a single whole.

BRIEF INFORMATION:

The Company was established in 1950 and was incorporated as an S.A. in 1973. Its activity included manufacturing of yarns and fabrics (made of cotton and blends) cotton blankets and towels, dyeing and finishing of fabrics. In 1984, the company went bankrupt and following a bankruptcy settlement, it was re-started in 1986 by the Athens First Instance Court's decision No. 15937/1986, and was since at the 12th km of the Athens-Lamia National Road (Metamorphosis-Athikis) consisting of Basement of a total area of 7,500m² and total volume of 33,750 m³, Ground Floor of a total area of 11,100 m² and total volume of 49,950 m³ and First Floor of a total area of 6,200 m² and total volume of 27,900 m² approx., as well as an adjoining building of a total area of 500 m². Above buildings are built on land of an initially total area of 18,665 m² approx., which, minus the expropriated land, are presently 15,442 m² approx. Relative data on the expropriation are included in the offering memorandum.

(2) mechanical equipment consisting of Spinning and Weaving Units, Dyeing and Finishing Units, (3) various other assets such as technical installations, office equipment, trade marks etc and (4) various other lots of land situated in Kifissia area (Metamorphosis) of a total area of 17,500 m² approx.

OFFERING MEMORANDUM - FURTHER INFORMATION:

Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provision of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions. Submission of offers in favour of third parties to be appointed at a later stage shall be accepted under the condition that express mention is made in this respect upon the submission and that the offeror shall give a personal guarantee in favour of such third party.
2. Binding Offers: For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 2nd of November 1993, 11:00 hours, to the office of the Athens Notary Public Mr. Evangelos Drakopoulos 19, Voukouresti Str. Athens Greece.
3. Letters of Guarantee: Binding offers must be accompanied by Letters of Guarantee, for an amount of drs. Two Hundred and Fifty Million (250,000,000), issued, in accordance with the draft form of Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of Guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the Letters of Guarantee shall be forfeited as a penalty.
4. Submissions: Binding offers together with the Letters of Guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorized agent.
5. Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 2nd of November 1993, at 14:00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
6. As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors ("the Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account, which shall be calculated on the basis of a discount interest at an annual rate of 22% compounded yearly.
7. The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
8. All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
9. The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offer or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. Neither the Liquidator nor the Notary Public shall have any liability for any legal or actual defects of the assets. Submission of binding offers shall not be deemed to constitute any right for the adjudication nor the participants shall acquire any right, power or claim from this invitation and/or their participation in the Auction against the Liquidator and/or the Creditors for any reason whatsoever.
10. This invitation has been drafted in Greek and translated in English in any event the Greek version shall prevail.

FOR OBTAINING THE OFFERING MEMORANDUM AND FOR ANY FURTHER INFORMATION PLEASE APPLY TO THE LIQUIDATOR'S ATTORNEY IN ATHENS: MR ANTHONY MARKEZINIS AT 25, AKADEMIAS STR. ATHENS 106 71, GREECE, TEL: +30-1-36 15 594, FAX: +30-1-36 25 750.



Mike Moore, Labour party leader: preferred prime minister in two polls with about 20 per cent support

Sihanouk press ban prompts fears on rights

Iain Simpson on reporting restrictions in Cambodia

IN THE first sign of possible restrictions on constitutional rights in post-electoral Cambodia, the new government has warned journalists working in the country that they should refrain from criticising the newly enthroned King Norodom Sihanouk.

At a press conference Mr Ek Sereyouth, the deputy information minister, pointed out that foreign journalists have often written critical comments about Prince Sihanouk (as he was until two weeks ago) and said it would be "against our custom to criticise" the king.

The country's new constitution, which was promulgated by King Sihanouk two weeks ago, enshrines freedom of the press, together with freedom of expression and freedom of association. However, diplomats and other foreign residents say they are concerned that the bar on criticism of the king could lead to other restrictions on these constitutional rights.

King Sihanouk's past record of close involvement in Cambodian politics suggests that any full account of political developments in the country would have to reflect his role. Under the new constitution, the king "reigns but does not govern".

However, the early signs are that the king is likely to play a much more active part in day-to-day questions than that implies.

King Sihanouk has had a testy relationship with the media since the first time he ruled Cambodia as king during the 1950s. Then, and later when he abdicated to become the civilian head of state, he kept a black list of journalists who were banned from the country and refused to give interviews to any but his favourites.

In recent years, as head of a resistance coalition and then as head of state under the United Nations mandate in Cambodia, he has often responded in detail to what he perceives to be negative reports about him in the local and foreign press.

Special interest groups and a coalition of Cambodian non-government organisations protested strongly but their views were still not heard by the committee. Now, they point out that the government's commitment to dialogue carries limited weight given the way in which the constitution was written and the unwillingness of members of parliament to listen to the views of the people and elect them.

The government insists it does not intend to widen the ban on criticism of the king to cover ministers or other members of the administration. However, there is already concern that there could be a return to the official and unofficial censorship of the past.

About 1,000 Cambodian students took to the streets of Phnom Penh yesterday in a peaceful protest against compulsory French language classes at their technical institute. Reuter reports from Phnom Penh.

It was the first mass demonstration seen in the capital since government police and army units bloodily suppressed an anti-corruption protest in December 1991.

The students were angry that French-promised educational assistance to their school was linked to their having to learn the language of their former colonial masters.

Earlier this year King Norodom Sihanouk had pledged that his country, a French colony until 1953, would become a member of the French-speaking community of nations. Many younger Cambodians would prefer to learn English.

to criticise the main political players, including King Sihanouk.

Now that Untac's mandate has come to an end and most UN personnel have left the country, the local media are again exposed to a possible renewal of the bullying and threats of the past. Until the Untac-sponsored election in May, Cambodia was a one-party state and there was no real independence in the media. The one outspoken editor was thrown into jail and his newspaper closed.

One optimistic note in the new environment is that Mr Khieu Kanharith, the editor who was jailed for his independent views, is now the minister for information. Many fear, however, that he may be replaced by a tougher political rival.

The government says it is committed to openness and a free press but when the constitution was being drafted, there was no public consultation and no dialogue between the members of the drafting committee and the public.

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Ex-BCCI officers face court

By Robin Allen in Dubai

AFTER a two-year investigation by the Abu Dhabi government, 11 former officers of the Bank of Credit and Commerce International are to appear in court at a preliminary hearing in the emirate tomorrow to face charges that include forgery, mismanagement and fraud.

Of the 11, six are British passport holders, four are Pakistani and one is reported to be Canadian. They include former executives of Bank of Credit and Commerce (Emirates), a local bank in which BCCI had a 40 per cent shareholding and the management contract. BCCE has long since been renamed, restructured, and put under new management.

Two key figures from BCCI who are among the 13 facing charges will be conspicuously absent. Mr Agha Hassan Abedi, the founder and former president of BCCI, is an invalid in Pakistan, with which the UAE has no extradition treaty, while Mr Ziauddin Ali Akbar has started serving a six-year sentence following his conviction in London on April 1992.

The hearing, and full trial later, could be open to the public though this will depend on a decision of the trial judge. At Saturday's hearing the charges will be read out and counsel for the defence appointed from among several local lawyers.

The case would then normally be adjourned for two weeks while defence lawyers study the charges. But given its complexity, they could ask for more time, especially if they should seek access to more documents.

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The dispute disrupts recent multi-party unity on issues of economic policy such as the debt rescheduling agreement and an offer to Gatt to simplify and lower tariffs within the Uruguay round of trade talks. It

Rights abuses 'still continue in Burma'

By Victor Mallet in Bangkok

BURMA's military rulers continue to commit grave human rights abuses against the Burmese people, despite some recent improvements, a report by the human rights group Amnesty International says today.

More than 1,700 political prisoners have been released by the State Law and Order Restoration Council (Slorc) since April 1992. But many others are believed still to be languishing in jail either without trial or after unfair hearings, Amnesty says.

Ms Aung San Suu Kyi, the pro-democracy leader and Nobel peace prize winner, is enduring her fifth year of house arrest in Rangoon. Even those who have been

released are not secure. The Slorc uses the Military Intelligence Services to intimidate and harass real or imagined government critics after they have been freed, the human rights group says.

Amnesty also highlights the plight of members of ethnic minorities. They are routinely seized in their villages and fields by soldiers, accused of supporting guerrilla insurgents and beaten or forced to work as porters.

Despite some positive steps taken by the Slorc, including the abolition of military tribunals, to respond to international criticism of its human rights record, the human rights situation in Myanmar (Burma) is still grim and needs urgent attention," Amnesty says.

will raise renewed questions among foreign investors about future economic policy in the country. There has been a considerable surge in investor interest in South Africa following the call two weeks ago by Mr Nelson Mandela, African National Congress president, for the ending of economic sanctions.

In an effort to defuse opposition the government agreed to refer the 4 per cent petrol price increase to the National Economic Forum (Nef), a tripartite body on which government, business and labour are represented. An Nef task-force had recommended this week that the price rise should be suspended for two months from mid-October to mid-December.

President FW de Klerk said the cabinet's decision was "economically justified" and rejected accusations he was merely trying to show that he was not a lame-duck president.

All three defendants have pleaded not guilty to the murder of Mr Hani, which plunged South Africa into one of its worst political crises since President FW de Klerk began dismantling apartheid in February 1990.

S African petrol price likely to spark unrest

By Philip Gavith in Johannesburg

SOUTH AFRICA faces renewed economic conflict following the cabinet's unexpected decision to proceed with a petrol price increase in the face of widespread opposition.

The country's main trade unions and commuter taxi organisations have responded by announcing a programme of pickets and marches aimed at the government and oil companies. The Consumer Council, Automobile Association and the Ahrl, representing Afrikaner business interests, have also expressed disappointment at the cabinet's decision.

The dispute disrupts recent multi-party unity on issues of economic policy such as the debt rescheduling agreement and an offer to Gatt to simplify and lower tariffs within the Uruguay round of trade talks. It

will raise renewed questions among foreign investors about future economic policy in the country. There has been a considerable surge in investor interest in South Africa following the call two weeks ago by Mr Nelson Mandela, African National Congress president, for the ending of economic sanctions.

The meeting is also expected to touch on the issue of how rich and poor countries should share the benefits from use of genetic resources, which are concentrated in the developing world. This includes technology transfer, granting of access to genetic resources, and the protection of intellectual property.

press
rights
reporting
Cambodia

about 1,000 Cambodian
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stitute, Reuter reports from
town Penh.

It was the first mass
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The students were angry
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Earlier this year King
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prefer to learn English.

To criticise the main ruling
players, including King Si-
hanouk.

Now that UN peace
keepers have left the
country, the French are
again exercising a quiet
renewal of their influence in
the south of the country.

Earlier this month, US
ambassador to the United
Nations, has also been
instructed to impress with
renewed vigour the importance
of a political solution on Mr
Boutros Ghali, the secretary
general, who is himself
to visit Mogadishu next
week.

Mr Clinton had no immediate
comment after a two-hour
White House session with leaders
of both parties in Congress
as "spirited" and "divided".

Several participants reported
that the president would

Clinton to send 5,000-strong reinforcements but plans pull-out by April

More troops for Somalia

By Jurek Martin in Washington

US congressional leaders
confirmed yesterday that Presi-
dent Bill Clinton plans to send
more than 5,000 additional
troops to Somalia, but to have
ended the US military presence there
by the end of next March.

The contingent, which would
more than double the current US
military presence, would be
composed of about 1,700 infan-
try in Mogadishu and 3,600
Marines stationed offshore and
available for rapid intervention.

Its mission would be more
offensive than logistical and its
firepower, it can be safely
assumed, would be trained on
the forces of General Mohammed Farah Aideed, the
Somali factional leader.

Mr Clinton will also send Mr
Robert Oakley, a veteran diplo-
mat and former President George Bush's envoy there last
year, back to Somalia to promote
a political dialogue between
the clans and factions.

Mrs Madeleine Albright, US
ambassador to the United
Nations, has also been
instructed to impress with
renewed vigour the importance
of a political solution on Mr
Boutros Ghali, the secretary
general, who is himself
to visit Mogadishu next
week.

It was announced yesterday
that another serviceman had
died from injuries suffered in
last weekend's raid, bringing
the death toll to 13. There were
also reports that at least one
more American had been killed
in action in Mogadishu yester-
day.

US forces must run own show, say congressmen

By George Graham
in Washington

THE mounting US death toll in
Somalia has redoubled demands in Washington that the US assert control over operations involving its troops.

Members of Congress rammed home the message to
President Bill Clinton in a

meeting at the White House
yesterday morning that their
limited tolerance for a continued
US presence in Somalia would be greatly reduced if they could not be assured that US forces would remain under US command.

"My point was to ensure that
this was an American plan and
was going to be controlled by
Americans," said Senator Bob
Dole, Republican leader in the
Senate, after the meeting.

US forces have in practice
almost always remained under
the ultimate command of a US
officer. From General Dwight
Eisenhower in the second
world war, by way of Gen
Douglas MacArthur and Gen
Matthew Ridgway in Korea, to
Gen Norman Schwarzkopf in
the Gulf, the US has provided
the commander-in-chief for a
series of multinational
operations.

It continues by tradition
to appoint the Supreme
Allied Commander in Europe
(Saceur) or the North Atlantic
Treaty Organisation.

It becomes more difficult to
insist on US command of a particular
operation, however, while at the same time seeking
to minimise the size of the US
commitment.

Caracas bombings linked to share price manipulation

By Joseph Maran in Caracas

VENEZUELA'S police believe a
small group of people placed at
least one of a series of bombs
that exploded in the capital
city in recent months in an
attempt to manipulate Caracas
stock exchange prices, according
to local press reports yesterday.

If the theory proves to be
true, it would represent one of
the most audacious cases of
stock manipulation on record.

Mr Carlos Delgado Chapellín,
minister of the interior, said
people with "links to Venezuela's financial sector" were sus-
pected of planting a car bomb
that damaged a Caracas shopping
centre on August 18.

The authorities also suspect
that the group, reported to be
made up of at least five civil-
ians, two navy officers and a
member of the state security
police, were behind other
bombs in a series which began in mid-July.

It was widely believed that
the bombings were politically



A US M1-A1 Abrams tank is loaded onto an aircraft in Hinesville, Georgia, for transport to Somalia.

Nobel prize for Toni Morrison

By Hugh Carnegy
in Stockholm

TONI MORRISON, the
American novelist, yesterday
became the first African-
American and only the eighth
woman to win the Nobel prize
for literature.

The Swedish Academy of
Sciences, which since 1901 has
awarded the annual prizes
bequeathed by industrialist
Alfred Nobel, said Ms Morrison's
work, mainly concerned with
racism in the US, depicted the lives of "blacks as
the people they are".

Through novels "characterised by visionary force and
poetic import [she] gives life
to an essential aspect of Amer-
ican reality", the academy

said. Ms Morrison, professor of
humanities at Princeton, was a
surprise choice because the
prize had gone to writers in
English in the previous two
years. The West Indian poet
Derek Walcott won last year,
preceded by Nadine Gordimer,
the South African novelist.

Ms Morrison, 62, is the 10th
American to win the presti-
gious prize, worth SKr6.7m (£53,000). In a statement
issued by her US publishers,

she said: "I am undeniably happy. I, of course, am pro-
foundly honoured. The most
wonderful thing for me per-
sonally is to know that the
prize has at last been awarded to
an African-American."

A teacher of literature, Ms
Morrison has written six nov-
els and a number of essays in
which the themes of racism,
slavery and segregation are
often conveyed in violent
images. Her novel *Beloved*,
published in 1987, won a Pul-
itzer prize. The Nobel judges
said Ms Morrison, born Chloe
Anthony Wofford in Lorain,
Ohio, strove to free language
from "the fetters of race".

Her work had its roots in
the work of William Faulkner
– a Nobel laureate in 1949 –
and other writers from the
American south. It was
"unusually finely wrought and
cohesive, yet at the same time
rich in variation." They
described her 1992 book *Jazz*
as richly complex, which sem-
inously conveyed characters
and moods.



Toni Morrison: eighth woman
to take prize

States bring forward primary dates

By Jurek Martin

THE US presidential party primaries of
1996 promise to be less of a marathon as a
result of action taken recently by several
states bringing forward election dates.

This week Governor Pete Wilson of Cal-
ifornia signed into law a bill setting the
first Tuesday in March, rather than the
first in June, as primary day. Last week
Governor George Voinovich of Ohio did
the same with a bill that would have his
state vote on the third Tuesday in March,
the same as Michigan and Illinois, rather
than in mid-May. Wisconsin and Pennsyl-
vania may follow suit.

March now looms as a pivotal month,
with in effect three regional primaries –
the south at the start of the month, the
Midwest around the middle and California,
the biggest state, in the west at the end.

Mr Voinovich pointed out that presidential
candidates make promises in primaries
which may be redeemed if they get
elected. "Why should they spend all their
time in New Hampshire and Iowa [which
hold the first primaries and caucuses],
when they're pe-pods in terms of elec-
toral clout and population?"

States with late primaries have indeed
felt left out. California has not held a truly
decisive primary since 1972.

Experts are divided on the impact of
shortening and front-loading the primary
season. It may help the well-organised and
well-financed, especially an incumbent.
President George Bush, for example,
would not have been as embarrassed for so
long by the sniping attacks of Mr Patrick
Buchanan, his right-wing challenger. But an
unpopular front-runner or incumbent
could get knocked out very early.

Regional candidates from the south, like
Messrs Carter and Clinton, will probably
have less time to establish themselves
nationally. But western hopefuls at least
get an earlier crack at the biggest state of
all, itself prone to populist appeals.

Once good business

NEWS: WORLD TRADE

EC in Japanese market protest

By Michiyo Nakamoto in Tokyo

THE EC has criticised Japan for dragging its feet on market access measures and warned that, unless there was stronger commitment from Japan, the Uruguay Round negotiations were in danger of not being concluded in time.

Mr Alexander Schaub, deputy director-general in charge of industry at the EC, said that in a meeting with officials from the Japanese Ministry of International Trade and Industry, the EC made it clear that Japan would need to make a greater effort to help the Uruguay Round towards a successful conclusion.

Japan has not shown determination to push forward discussions on market access for textiles or on the multilateral steel agreement (MSA). Both are part of a market access package agreed at the quadri-lateral trade talks between the US, Canada, Japan and the EC in Tokyo this summer, which it is hoped will propel the wider Uruguay Round talks to a successful conclusion.

Meanwhile, the EC is also pursuing its own independent trade talks which were agreed with Japan last January. The Trade Assessment Mechanism, as the talks are known, is aimed at identifying sectors in which EC companies have been successful internationally but have shown a "striking underperformance" in Japan. Once the sectors are identified, the two sides will analyse the reasons behind that under-performance.

EC and Japanese officials were, however, in closer agreement on the need for an anti-harassment clause, in light of recent activity by the US steel industry.

"If there is anything like harassment, it is the way in which the American industry has launched dozens and dozens of complaints and created a climate of permanent threat," Mr Schaub said. "This is the kind of proceeding we would like to avoid. It is not about taking away legitimate instruments of trade but about limiting the risks of abuse."

Mondale presses Tokyo on rice

By William Dawkins in Tokyo

THE US yesterday increased pressure on Japan to reduce its trade surplus, in the week before a fresh round of trade talks.

There was "fundamental agreement on foreign policy and security issues" between the US and Japan, "yet it is urgent that we correct the economic imbalance between us," said Mr Walter Mondale, US ambassador to Japan.

Mr Mondale also urged Tokyo to remove its traditional ban on imported rice and allow foreign rice sales subject to import duties. Japan should accept a proposal in Gatt's Uruguay Round to replace a non-tariff barrier to agricultural trade with tariffs; this would be "good for Japanese farmers and consumers," said Mr Mondale.

The first round of talks in Hawaii last month, to implement the framework trade and economic accord struck last July, in which Japan has undertaken to try to curb its record trade surplus, was only a preliminary. "Serious negotiations" would begin in Tokyo next week when both sides meet again, said Mr Mondale, speaking at his first press conference since taking the Tokyo post in August.

This comes as Japanese politicians are beginning to show flexibility on rice imports, which already happen in small amounts but are regarded as taboo. Mr Morihiro Hosokawa, recently elected premier, still benefits from record popularity ratings, and has hinted that Japan should consider lifting the ban. The question has been given fresh relevance by a bad harvest, obliging the government to allow 200,000 tonnes of emergency imports of industrial grade rice, the first in nine years.

But for the time being, the Tokyo government is officially abiding by a unanimous parliamentary resolution against foreign rice and feels under no pressure to discuss rice in Gatt until the EC and Japan resolve their own differences on farm trade.

General in the war for free trade

Frances Williams on Gatt chief who leaves nothing to chance in his quest for a Uruguay Round deal

WITHIN a month of his arrival in July as head of the General Agreement on Tariffs and Trade, Mr Peter Sutherland put the world trade body on a virtual war footing. With what is now generally agreed to be the final round of trade liberalisation just 10 weeks away, he is leaving nothing to chance to secure a successful outcome.

Once a week and sometimes more often, a dozen close aides gather in Mr Sutherland's office overlooking Lake Geneva to take stock of the final stages of the negotiations and to plan strategy for the coming days and weeks. Where are blockages emerging? Which countries need chivvying? Should certain delegations be brought in for consultations with Gatt staff? Would a telephone call from Mr Sutherland to the relevant minister be helpful?

"We are looking at anything that would drive the process forward," says one member of the strategy group. It includes Mr Richard O'Toole, Mr Sutherland's *chef de cabinet* (who performed the same function in Brussels in 1985-88 when Mr Sutherland, an Irish lawyer, was EC competition commissioner), the three deputy directors general and senior staff responsible for specific areas of the Uruguay Round negotiations.

Mr Sutherland argues that if no deal is reached by the December 15 deadline, when US negotiating authority expires, the seven-year-old round is doomed. This, he believes, would be a disaster not only for world growth prospects but for global economic security and political stability.

This weekend he will be in Geneva to meet ministers from most leading industrial countries and Latin American countries, visited Chancellor Helmut Kohl of Germany and Mr Edouard Balladur, the French prime minister, to discuss the critical issue of farm trade reform. He has also been in regular contact with Sir Leon Brittan, the EC's trade commissioner, and Mr Mickey Kantor, US trade representative.

This weekend he will be in

A collapse of the negotiations would not mean a continuation of the status quo but a disintegration of the present system of trading rules and an upsurge in trade conflicts and protectionism, with dangerous consequences for economic and political reform in the developing world and eastern Europe.

Mr Sutherland's central message to world leaders is thus that the Uruguay Round is not an "optional extra" but "arguably the most important and urgent issue on the world agenda today".

"It's a softening-up period designed to get people desperate for a deal," says one insider. "We're trying to create a climate for negotiation that will ensure the flexibility to conclude the round successfully."

So far this campaign has had two principal dimensions - an unprecedented effort to spread the word through the news media and a grueling personal travel schedule for Mr Sutherland. By the end of October, he will have met ministers and sometimes heads of government of virtually every important trading nation.

He has already met min-

isters from most leading industrial countries and Latin American countries, visited Chancellor Helmut Kohl of Germany and Mr Edouard Balladur, the French prime minister, to discuss the critical issue of farm trade reform. He has also been in regular contact with Sir Leon Brittan, the EC's trade commissioner, and Mr Mickey Kantor, US trade representa-

tive.

Another tactic has been to publicise the far-reaching benefits of a Gatt deal to counter the noisy but limited interest groups demanding trade protection. A first well-timed and telling fact sheet issued just before the Group of Seven summit in Tokyo in July stressed the role of trade in creating new and better jobs in industrialised countries. A second, released in August, drew attention to the high and often hidden costs of trade protection for consumers and taxpayers.

In the next, even more difficult stage of his overall strategy, Mr Sutherland will be hoping to translate the political desire for a Uruguay Round agreement into the concessions necessary to secure it.

He has already warned the US and EC that the onus is on them to make the Round a success. But he is urging all governments to be more forthcoming in the critical negotiations under way in Geneva on

URUGUAY ROUND**MULTILATERAL TRADE NEGOTIATIONS**

Sutherland: son of Gatt goes forth to war

Move to relaunch Asian trade zone

By Victor Mallet in Bangkok

SOUTH-EAST Asian governments have announced plans to relaunch the ASEAN Free Trade Area (AFTA) after a year of haggling during which they have made little headway in reducing tariffs.

Ministers from the six members of ASEAN - the Association of South East Asian Nations, comprising Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand - are meeting in Singapore this week to discuss regional and international trade matters.

ASEAN announced in Singapore that member states would start implementing tariff cuts for intra-ASEAN trade from January 1, 1994, to show the private sector that the six countries were serious about moving towards AFTA.

Officials said that a timetable would be issued in November.

The original plan agreed in 1992 was to begin reducing tariffs at the start of this year to create a free trade area in 15 years, but the agreement did not tie the signatories to a precise timetable. Most governments, under pressure from uncompetitive national industries protected by high tariffs, delayed the cuts and announced long lists of products they were excluding from the scheme.

ASEAN said there had now been "improvements to the commitments of member countries", although ASEAN's own figures show little change for the better.

Malaysia, for example, appears to have sharply reduced the number of product categories it is submitting to the AFTA tariff cuts, partly because it has dropped processed agricultural products for the time being and partly because of bureaucratic changes to the way products are consolidated into different tariff categories.

Previously, Malaysia has warned other ASEAN countries not to take advantage of what it calls "Malaysia's generosity".

Fujitsu and Hyundai in D-Ram chip venture

By Michiyo Nakamoto

FUJITSU, the Japanese computer and telecommunications company, and Hyundai Electronics, part of the South Korean Hyundai Business Group, have agreed to collaborate in the manufacture of semiconductor memory chips.

Fujitsu said they would work on

random access memory (D-Ram) chips.

The move reflects the changing order in the memory market, where Japanese semiconductor makers once held pre-dominance. Last year, Samsung, another Korean company, overtook Toshiba of Japan as the world's largest manufacturer of D-Rams.

The move to next-generation D-Rams involves huge investments which Japa-

nese companies, under pressure both at home and abroad, cannot afford to make. As a result, Korean semiconductor makers have led in the race to invest in 16-megabit D-Rams and those unable to do so have set up alliances which often span national borders.

"It's a good move for Fujitsu because it can't really afford to spend so much money on D-Rams," commented Mr

Phua Lee-Kerk, analyst at Barings Securities. Mr Phua said that in the long run D-Ram makers could be reduced to five: NEC and Toshiba from Japan, Samsung and Goldstar from Korea, and Texas Instruments from the US.

Fujitsu and Hyundai also agreed to explore the potential for collaboration in developing future generations of D-Rams.

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- Skilled workforce comprising 130 employees
- Book value of fixed assets £3m, finished stock £3m

For further information please contact the Joint Administrative Receiver, Michael Howe or Jeremy Carter at the company's premises on 0274 405546.

Move to relaunch Asian trade zone

By Victor Mallet in Bangkok

SOUTH-EAST ASIA governments have announced plans to relaunch the Asia Free Trade Area (Afta) after a year of haggling during which they made little headway in reducing tariffs. Ministers from the six members of Asean—the Association of South East Asian Nations, comprising Brunei, Indonesia, Malaysia, the Philippines, Singapore and Thailand—are meeting in Singapore this week to discuss regional and international trade issues.

Asean announced in September that member states were starting to implement a tariff-free intra-Asean trade from January 1 1994. It is clear the private sector that the six countries were very serious about moving towards Afta.

Officials said that a timetable would be issued by the end of the year.

The original plan agreed in 1982 was to begin reducing tariffs at the start of the year to create a free trade area in five years, but the agreement did not set the milestones to achieve timeliness. Most governments, under pressure from uncompromising national interests protected by high trade barriers, delayed the date by announcing long lists of products they were willing to let through.

Asean said there had been "unprecedented commitment" among its members to implement the Afta deal, but just because it had dropped its deadline for the start of trading did not mean that progress had been made. The new timetable is now being agreed.

Malaysia's prime minister, Dr Mahathir Mohamad, has reduced the number of categories to be covered by the Afta deal to just 10 because he does not believe it is necessary to cover all the remaining 100 categories for the start of trading. He believes that the remaining categories will be covered by other agreements.

The security features lie in the "smart card" rather than the decoder box. The decoder establishes the legitimacy of

Thatcher role alleged in Iraq exports affair

By Jimmy Burns

BARONESS THATCHER was placed at the centre of the arms-for-Iraq affair yesterday when the Scott inquiry revealed evidence for the first time that as prime minister she appeared to have approved the export of British machine tools used to build up the Iraqi military capability.

A memorandum written by a senior Whitehall official to Lord Trefgarne, minister for defence procurement, in December 1988 reported that

the export of 50 lathes which intelligence had indicated were to be used for making shells and missiles.

"The prime minister agreed that in order to protect the intelligence source the licences already granted should not be revoked," said the memorandum, which was written by Mr Alan Barrett, a Ministry of Defence official who was responsible for vetting export licences to Iraq states.

The Scott inquiry obtained the document from the Ministry of Defence, which together with the rest of Whitehall and

ministers has been told by Mr John Major, the prime minister, to co-operate fully.

Lord Justice Scott's office said last night that the involvement of Lady Thatcher had not been mentioned in any of the documents provided by her advisers or Downing Street. Lady Thatcher, Mr Barrett and Lord Trefgarne are to be pressed to explain.

It also emerged that the document was not made available by Whitehall during the trial last year of three executives of Matrix-Churchill, the Midlands based machine-tools company

whose exports are the subject of the memorandum.

The three executives, one of whom, Mr Paul Henderson, had worked for British intelligence, were charged with breaching export controls. Their defence argued that they had done so with the full knowledge of the government.

The trial collapsed following an admission by the Customs and Excise Department that the case against them could not be sustained.

Mr Kevin Robinson, solicitor for Mr Henderson, said last night: "I cannot understand

why the document was not disclosed at the trial. It may be that the reference to the prime minister was one of the reasons. It wasn't disclosed because it might have been thought unduly sensitive or embarrassing."

Mr Henderson described the apparent withholding of the document from his trial as "disgraceful". He said that in February 1989 his company had exported a further batch of machine tools for munitions. A third batch was approved just before the invasion of Kuwait following problems of financing arranged by the Atlanta branch of the Banca Nazionale del Lavoro. All the exports had government approval.

Extracts from the document were read out at the inquiry yesterday during the questioning of Mr Ian McDonald, who was Mr Barrett's immediate superior at the MoD at the time. Mr McDonald expressed what he called "honest puzzlement" at the reference to Lady Thatcher, after saying that he had approved the memorandum. "I cannot think that the prime minister was involved," he said.

Britain in brief

Canary Wharf challenge

The High Court hearing of Ogilvy & Mather's legal challenge to the proposed refinancing package for Canary Wharf was adjourned yesterday until October 18th. The advertising agency is claiming the package does not secure its long-term interests.

Irish back inquiry into Thorp plant

The Irish government has thrown its weight behind those calling for a public enquiry to be held before the Thorp nuclear reprocessing plant at Sellafield in north-west England is granted revised authorisations for radioactive discharges by the UK government. It said there

"is no sound economic case" to be made for going ahead with the project.

Mr Brian Cowen, the Irish minister for transport and energy, took the step yesterday of publishing his government's second submission made to the UK authorities.

He said the move was due "to the concerns and fears held in this island regarding Sellafield... I wish to highlight and reinforce with our EC colleagues the Irish government's concerns and misgivings regarding the British nuclear industry and the Sellafield plant in particular."

The submission says: "There are no demonstrable overall economic or security benefits arising out of Thorp's operation which would justify it or balance out possible likely risks to public health and environmental damage."

"A narrow base of benefits to British Nuclear Fuels or the UK economy alone is not a sufficient justification."

Oil contract case heard

A former engineer with Shell was jailed for 12 months at a London court for accepting bribes to influence the awarding of a contract for a floating accommodation vessel to be used in the North Sea at the Gannet oil field.

The conviction followed investigations by the Serious Fraud Office into corruption in the awarding of contracts in the North Sea oil fields operated by Shell and British Petroleum.

VAT threat to bus routes

The imposition of value added tax on bus fares could put many operators out of business and lead to 15,000 job losses in the industry, the Bus and Coach Council warned.

The council, representing operators and manufacturers with a combined annual turnover of £4bn, said such a move in next month's Budget would drive passengers off bus services and force operators to raise fares by more than 30 per cent to maintain their profit margins.

Industry executives yesterday told Mr Roger Freeman, the transport minister, that increased taxation would make services operated by many companies unviable and leave no room for investment in new models.

New Cornish dictionary

The first new Cornish language dictionary for nearly 40 years was launched today. It was researched and edited by Dr Ken George, an ocean sciences lecturer at the University of Plymouth.

The main version contains 9,000 words, with two-way Cornish/English and shorter pocket versions to follow.

The Celtic Language Board is publishing the dictionary, which has an initial print run of 500, with the help of a £16,700 grant from the European Community.

The Cornish language, which is thought to have originated around 600 AD, and died out in the 1700s, is enjoying a revival and is taught in seven schools in the south-western county as an extra-curricular subject.

The Celtic languages, Welsh, Gaelic, Irish, Cornish, Manx and Breton, are among the oldest in Europe.

How the pirates get on board

Ray Snoddy on European laws and satellite TV decoding

YESTERDAY'S discovery of a European pirate satellite decoder network has focused attention on the technical and legal framework in which such a business can operate.

Mr John Spencer, an engineer who is UK marketing director of GI, the US electronics group, knows well the pirates' work. Several years ago GI suffered a serious piracy problem in the US and four million decoder boxes had to be replaced.

The GI executive says the most effective pirate equipment he has seen was based on an Intel chip inserted into the decoder box itself. It is now

easy and inexpensive, he believes, to get pirate microchips manufactured from a floppy disk carrying the configuration of the system.

The VideoCrypt system introduced in 1989 is hailed by BSkyB for its "unmatched high security and unmatched flexibility". It randomly cuts each of the hundreds of tiny lines in the television picture and transposes them. Information on the scrambling sequences and control is carried in spare lines of the picture.

The security features lie in the "smart card" rather than the decoder box. The decoder establishes the legitimacy of

the card, which has a built-in microprocessor containing the codes needed to unscramble the picture.

"The smart card security algorithms may be changed frequently, making unauthorised attack extremely difficult and economically not viable," BSkyB claims. Nobody knows how pirates are breaking BSkyB security, but they may be manufacturing their own microchips.

While satellite television channels are turning into billion-pound businesses in Europe, there is little specific legislation to protect them against pirates. The Motion Picture Association of America, the Hollywood trade association, says that only the UK and Sweden have passed legislation to outlaw unauthorised decoders and smart cards. Mr George Eriksson, deputy director of the association in Europe, says the MPAA plans to lobby the EC to try to get a ban on unauthorised decoders.

In the UK the government has changed the copyright law creating a criminal offence with a fine of up to £5,000. In countries like the Irish Republic and Germany decoders designed to unscramble the BSkyB package of channels are widely available—lawfully advertised.

But on Day Three of the conference all most people wanted to talk about was what she really thought of her successor.

SHE had come to see her friends and support the prime minister. That at least is what her press secretary said. Baroness Thatcher yesterday decided that actions speak louder than words as she arrived to a slightly less than ecstatic welcome from the rank and file inside the Empress Ballroom.

Her presence on the platform of the Conservatives' annual conference, alongside many of the senior ministers she purportedly castigated in her memoirs, the official serialisation of which begins this weekend, was designed to underline her approval for Mr John Major.

But on Day Three of the conference all most people wanted to talk about was what she really thought of her successor.

There was no shortage of cabinet ministers trying to put the explosive issue of Lady Thatcher's memoirs behind them. Mrs Virginia Bottomley, health secretary, said the matter was "history"; Mr Peter Lilley, social security secretary, said Lady Thatcher was "livid with rage" at the Daily Mirror.

Other representatives of the parliamentary party were more outspoken in their anger at what they perceived to be Lady Thatcher's hijacking of the party conference. "It's a disgraceful lack of self-discipline," said Mr Graham Riddick.

Another opined: "She should know better than most that we could do without being in the shadow of nanny, or grannie as she now likes to call herself."

Her close friends appeared to

hark back to a golden age which Mr Major now says never was. Mr Edward Leigh, the former rightwing trade minister sacked by Mr Major, said it was ludicrous to blame Lady Thatcher for stealing Mr Major's thunder.

Mr Norman Fowler, the Conservative party chairman, had hoped to appease the Lady's friends by publicly declaring that he wore the badge of both Thatcherism and Majorism with pride.

Sir Tim Bell, who used to advise Lady Thatcher on her public relations, appeared bemused by the fuss. He professed surprise that anyone could have failed to see that the conference spotlight would fall on Lady Thatcher. "What on earth did you expect?"



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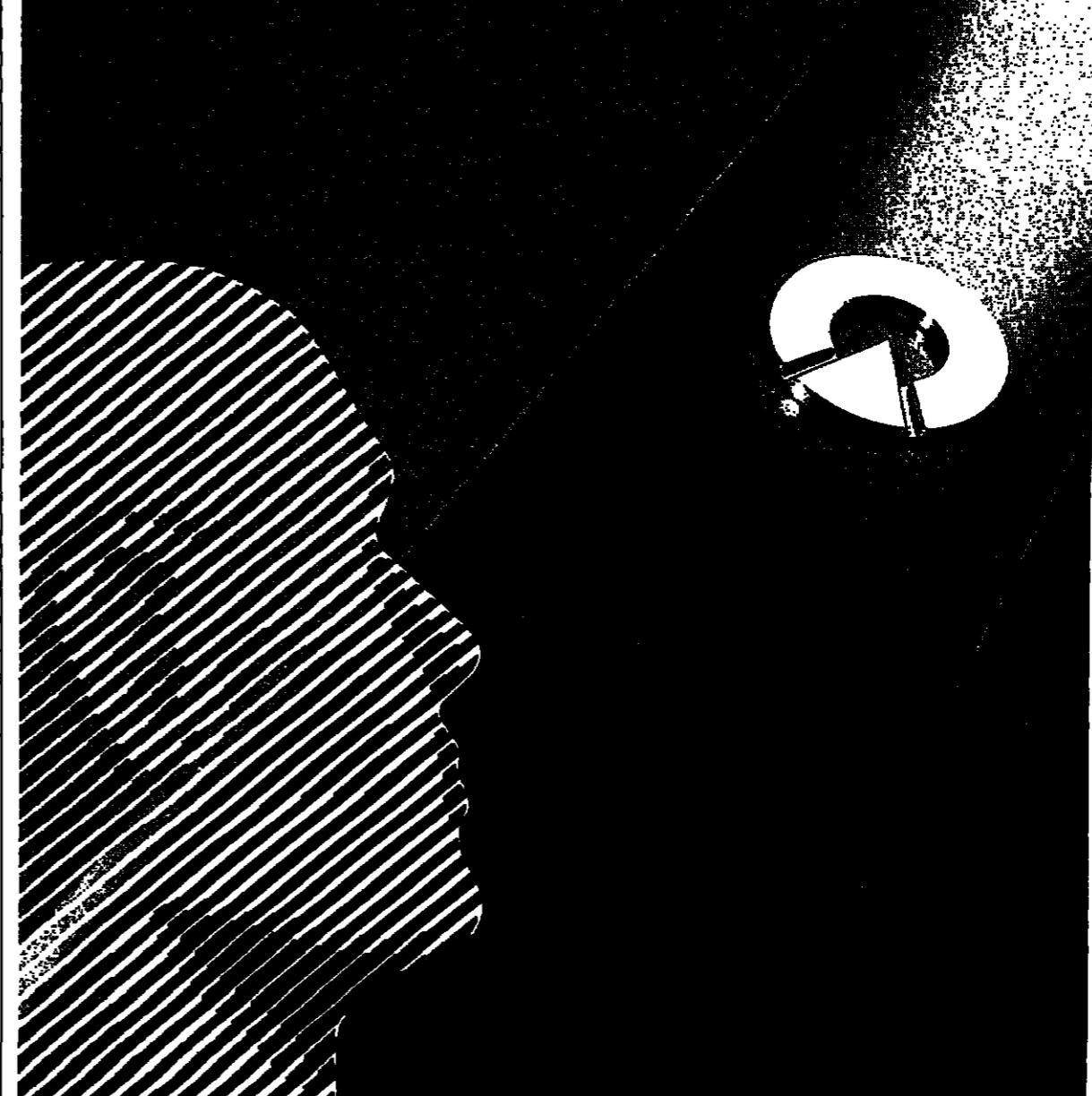
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Lloyd's has been in the market since 1923. It is the largest insurance company in the Middle East. Mr. Peter Middleton, the chief executive of Lloyd's, says: "Names will be able to maintain their involvement in the market at levels reached in the past."

Although names have been hard hit by the fall in oil prices, the take-over of the firm by the new owners is not imminent. The new owners are not anxious to continue trading in the market at present.

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THE PROPERTY MARKET

A mouth-watering cocktail of commercial property valuations - yields exceeding 9 per cent and capital values some 40 per cent below their 1989 peak - should have prompted institutional investors to snap up property at bargain prices 12 months ago.

But the cocktail proved unappealing. It was to be another year before institutional buyers would rediscover their taste for commercial property.

What went wrong? Most UK institutional investors believe that commercial property values still lag the main business cycle. This time differential, they add, can be beneficial to the industry: it gives institutions plenty of time to react after the economy has turned.

Institutions' willingness to watch the economy turn before making their own investment decisions is intimately linked to their rationale for buying property in the first place. Property provides a future stream of rental income, which is at least partially inflation-linked, via upward-only rent reviews.

Commercial property is therefore perceived by institutions as an attractive home for the funds of those investors which have inflation-linked liabilities such as pension funds.

Since inflation typically lags the business cycle by up to two years and is believed to drive property values, the commercial property market has come to be characterised as "late cycle" - one that lags the main business cycle.

Nevertheless, there is a negative side to commercial property investment - buildings are not a very liquid asset, unlike equities and bonds. This dilemma poses a problem for any fund manager who needs to make significant and rapid changes in a fund's property weightings in accordance with the swings in a business cycle.

Despite this drawback, most fund managers remain comfortable with property as an asset. Fund managers believe they have ample time after spotting the turn in a business cycle in which to make strategic changes in their property weightings.

But they are wrong. The conventional wisdom of "late cycle" does not stand up to scrutiny.

The evidence from a comparison of the behaviour of commercial property values and real gross domestic product shows that over the period covering the last three UK business cycles (1970-92) changes in commercial property values and real GDP have invariably coincided.

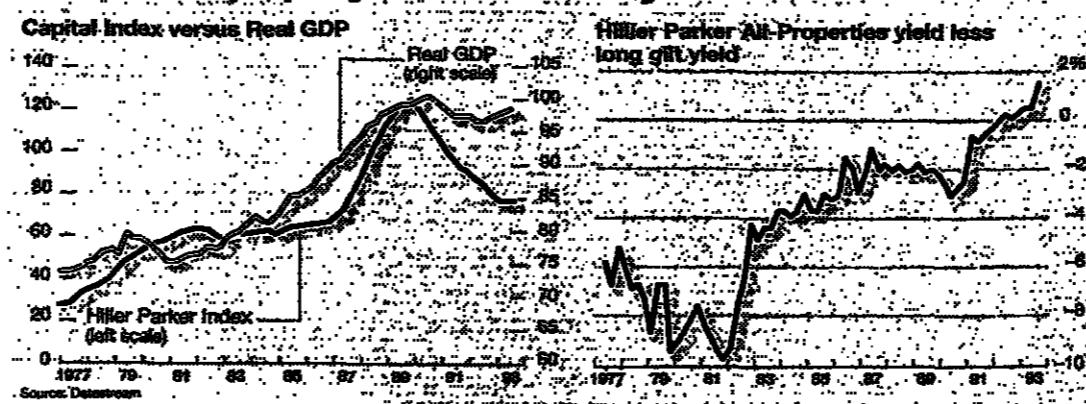
The property investor should, on this evidence, be treating the markets as an "early cycle" play - assessing his position and making investment decisions ahead of the general business cycle. Ignoring this "early cycle" factor would doom him to chasing prices up while a seller would be resigned to pursuing falling values.

As chart one shows, in a comparison of the absolute level of com-

**The notion that commercial property lags the main business cycle is wrong, argues David Shaw
Leaders and laggards**

Commercial property and the economy

Capital Index versus Real GDP



mercial property prices and real GDP, commercial property prices in the last cycle peaked in the fourth quarter of 1989. But 1990 changes in commercial property values and real GDP have invariably coincided.

The property investor should, on this evidence, be treating the markets as an "early cycle" play - assessing his position and making investment decisions ahead of the general business cycle. Ignoring this "early cycle" factor would doom him to chasing prices up while a seller would be resigned to pursuing falling values.

Given that on average it takes a further six months to conclude a property transaction the investor would only have been in a position

to amend his investment portfolio in the middle of this year - some 18 months into the economy's tentative recovery.

Such time-lags provoke uncertainty and impede investments. What investors need, above all, is a reliable early warning signal that a business activity and commercial property prices are on the turn.

The preferred early warning indicator is interest rates, which provide a reliable and sufficiently long-lead indicator of business activity, primarily for three reasons:

• First, changes in interest rates will affect the real economy by altering individual consumption levels and the willingness of companies to invest. With a 12-18 month

lag, tenant demand for commercial property begins to respond to changes in aggregate expenditure in the economy.

• Second, a large number of property transactions are financed by bank borrowings and are therefore sensitive to interest-rate changes. The volume of property transactions may be even more sensitive to the willingness of banks to make extra loans to the sector, given the extent of their bad property loans following the boom and bust of the late 1980s. The availability and cost of finance will have a greater impact over the short term than changes in rent levels (which are made every three to five years).

• Third, holding financial assets

incurs an opportunity cost - the interest forgone on cash deposits. When interest rates for deposits fall they enhance the relative attractiveness of yields on all other financial assets, including property. The same is true of long-term interest rates on, for example, government bonds.

On this basis it should have been possible to spot a "sell signal" well in advance of the peak in property prices in mid-1989. This peak had been preceded by UK short-term interest rates reaching their low point 18 months earlier. An institutional investor acting at this low point in interest rates would have had a year in which to buy - allowing for the six months it commonly takes to conclude a property transaction.

When should investors have spotted the buy signal? A declining trend in UK short-term interest rates only became apparent in the first quarter of 1991, when rates were 14 per cent, accelerating in the third quarter of 1992 when sterling left the exchange rate mechanism.

Given the normal time-lags, economic recovery could have been expected to begin in the first quarter of 1992, which it did. In principle a property market recovery should have been discernible by September 1992.

Yet by this summer there had not been a significant rise in property prices. However, the market average indicated by the Hillier Parker

Capital Index masks a big rise in property prices in the significant retail segment of the commercial property market in the six months to June. Some properties with strong creditworthiness and long leases have already seen increases in value in excess of 10 per cent.

In the present cycle, not only has the buying signal been given by an earlier decline in short-term interest rates, but it has been reinforced by the accompanying fall in long-term rates. The consequence is that for the first time in a generation property yields stand at a premium over long gilt yields.

This suggests that investors are, in effect, valuing commercial property on the premise that future rental increases offer no protection against inflation. But worse than that, it actually implies negative rental growth over the lifetime of property assets.

This is unlikely. Inflation still exists, albeit at a historically low level. It is therefore a factor which must be accounted for when valuing property assets. A full valuation of commercial property should reflect the importance of this hedge against inflation, which is provided by upwards-only rent review clauses included in most commercial property leases.

On this basis we expect property to resume trading on lower yields than bonds. We shall remain buyers for some time to come.

The author is director, bonds and investment strategy, Legal & General Investment Management

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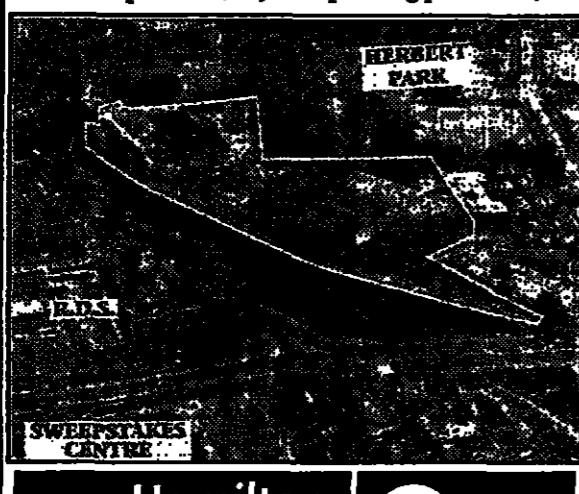
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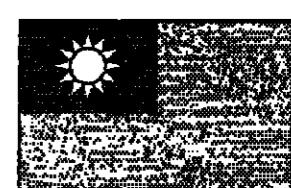
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FINANCIAL TIMES SURVEY

TAIWAN

Friday October 8 1993



Taiwan has much to gain from developing an economically rational relationship with the Chinese mainland. Closer contacts must be properly managed and conducted in tandem with further liberalisation on Taiwan, reports Simon Holberton

An island in search of its identity

TAIWAN is an island in search of its identity. In the process of rediscovering its past and trying to define what makes itself special, Taiwan faces the future full of uncertainty.

In one sense this is nothing new for the people of Taiwan. They have lived with the threat of invasion from communist China ever since the creation of the People's Republic in 1949, four years after the Kuomintang (KMT, Nationalist) government took control of the island from a defeated Japan.

But what makes the uncertainty of today different in the confusion within government, business, and society more generally about where the nation's future lies and what Taiwan's proper role in the world should be. Taiwan has come to a crossroads and is unsure which way to go.

Taiwan's search for identity - the result of the political liberalisation which has occurred over the past 10 years - has produced a flowering in letters and the arts. Modern Taiwanese painters are blending western technique with an oriental sensibility to produce work of great originality. The Taiwanese are also delving deeper into their recent past - no longer

off-limits for academic and popular research - and the culture of the indigenous people who have lived on the island since well before permanent Chinese settlement.

This awakening in Taiwan has thrown more starkly into relief the divisions within Taiwanese society about the way forward. That future used to be fairly simple: as part of a united China, some day. But no longer; the island's cultural development and its rapid democratisation have produced among the people a reaction against reunification with the mainland, and active pockets of pro-independence forces who dream of a Republic of Taiwan.

Perhaps the soul searching presently under way is the inevitable consequence of an authoritarian government releasing the constraints on participation in public life and lifting the prohibitions on private expression. But unlike much of Latin America or South Africa, which went through a similar process of political and social change in the 1980s, Taiwan is not a pariah state ready for international rehabilitation. It is recognised by a diminishing number of states in the inter-



Taipei: the soul searching may be the inevitable consequence of an authoritarian government releasing constraints on participation in public life and lifting prohibitions on private expression

national community. Less than 100 miles to the west of the island lie 1.2bn Chinese people ruled by a government which wants what it regards as its territory back.

If the indecision within the Taiwanese mind were confined to Taipei's chattering classes then it would be of little consequence, but it is not. The government is deeply divided over policy towards the mainland. Many of its own current and former supporters believe that the KMT government's real agenda is not reunification - as it proclaims - but independence. The latest piece of evidence is Taiwan's abortive attempt last month to have its status reconsidered by the United Nations General Assembly.

Businessmen - many of whom value the new-found freedom that democratisation has brought - are convinced that closer economic ties with the Chinese mainland are not only inevitable, but desirable if Taiwan is to prosper. The government's prohibition of direct trade and communications links with the mainland - the absence of which cost Taiwan business dearly and enriched Hong Kong greatly - cannot, however, go on indefinitely.

In mid-1997, Hong Kong reverts to Chinese sovereignty

and what was once an indirect trade route with the mainland becomes a direct one. In spite of itself, the government soon

will have to face up to reality.

The conundrum posed by the

mainland - especially its recent opening to the outside world and the urgency with which the government on Taiwan has to deal with it - was summed up, but not faced, by a paper published this July by Taiwan's Council for Economic Planning and Development (CEPD).

"The high degree of complementarity in economic conditions on the two sides of the Taiwan Straits, as well as special factors such as geographical proximity, blood affinity, and cultural background, have resulted in a rapid increase in economic and trade contacts between Taiwan and mainland China," it noted.

"In the long-term, the further integration of the two economies is a trend that

would be difficult to stop. The important question for Taiwan, therefore, is how to face up to the situation across the Taiwan Straits, grasp the initiative, strive for mutually beneficial development and secure Taiwan's position of economic leadership."

Fine sentiments, but unfortunately few solutions. The CEPD, which is part of Taiwan's cabinet, did not depart from the government's mainland policy. All it could do was urge a relaxation of some restrictions, such as those which apply to imports of semi-manufactures from the mainland, not a fundamental reappraisal of the policy.

This is the fatal flaw in the CEPD's economic revitalisation programme, a plan which aims

to increase the economy's competitiveness through deregulation and opening it further to international economic forces to create on Taiwan an Asia-Pacific regional operations zone.

In outline, the plan attempts

to cure the problems inherited from the explosive growth of the 1980s in asset prices by bearing down on rising labour and land costs. Looking forward, it seeks to raise the economy's level of technological sophistication, free access to international capital markets, and develop sea and air communications so that Taiwan can become a regional hub for trade.

But realising the government's hope of remaking Taiwan anew may prove to be



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TAIWAN II

■ THE ECONOMY

Growth rate slips below target

NOT many countries would be dissatisfied with real output growth of 6 per cent a year and inflation below 4 per cent. Add to that a government deficit and official debt which account for just 1.6 per cent and 8 per cent of the economy respectively and most European finance ministers would be lining up to receive the William Gladstone prize for fiscal rectitude.

Not so in Taiwan. A sluggish world economy has caused the island's growth rate to slip below the government's target of a 7 per cent annual expansion for most of this decade. The economy's under-performance, relative to expectations, has meant the deferral of an ambitious plan to rebuild and extend Taiwan's industrial and social infrastructure. The government now puts Taiwan's long-term potential growth at 6.5 per cent.

Private economic forecasters have also revised downwards their predictions for the economy's short-term economic outlook. In July, Baring Securities, a British brokerage, expected growth in excess of 7 per cent next year. Now it is looking for 6.5 per cent in 1994 and has deferred until 1995 its hope for even faster expansion.

Mr Peter Kurz, head of Bar-

ing in Taipei, says: "Taiwan is an investment, supply-side-led economy. We expect 6 per cent growth this year and see it picking up to 6.5 per cent in 1994. If exports also pick up – and a lot depends on the US economy and China – then we could be looking for 7 per cent in 1995."

Growth in company profits, he says, tends to be sluggish, below 7 per cent growth in gross national product (GNP),

Taiwan's economic development has been one of the great success stories

Taiwan's favoured measure of output which includes net income earned abroad. "Above that, corporate earnings rise by 20 per cent to 30 per cent," he says.

Taiwan's economic development has been one of the great success stories of the post-Second World War era. The island's economic planners have pulled off a rare feat in economic management: rapid growth in output, full employment and price stability.

From 1964 to 1981 the island chalked up a growth in real GNP of 8.6 per cent a year,

while consumer prices inflated by just 1.8 per cent a year. The average unemployment rate during the same period was 2.1 per cent.

This performance is made all the more remarkable given that Taiwan, along with the rest of the capitalist world economy, participated fully in the asset price inflation of the 1980s.

Mr Lee Kao Chao, director of economic research department, Council for Economic Planning and Development, says: "The result of our economic success has been sweet but the problems created by the trade surplus have been more bitter. The trade surplus of the 1980s created excess monetary growth and an asset bubble.

The stock market index rose from 850 in 1985 to 12,550 in 1990. Land prices rose by four times.

The bubble has now burst, but we have been left with high land prices and high wage levels. The 'money game' has produced a poor climate for investment."

Official figures underline the impact that the "money game" has had on Taiwan's manufacturing sector. Since 1986 average earnings in manufacturing have nearly doubled. Employment in manufacturing peaked at 2.8m workers in 1989 since

when more than 300,000 jobs have been shed. Yet the story of manufacturing on Taiwan is not all gloomy.

Productivity has grown nearly 80 per cent between 1986 and the end of last year, keeping the rise in manufacturers' unit labour costs to 26 per cent over the seven-year period. In some industries, notably electronics, productivity has risen by more than 80 per cent, while the rise in unit costs has been negligible: just 13 per cent.

"Taiwan is an economy of small companies," says Mr Kurz. "If you are dedicated to making one product then you make sure you are the most competitive."

The government can do little directly to affect wages but where it can have an impact is in land prices. Since the summer it has announced plans to sell state-owned land at reduced prices for existing and new-entrant manufacturers, especially those engaged in high technology.

Those parts of the production process where Taiwan's manufacturers have lost competitiveness are at the labour-intensive end of the manufacturing process. These jobs have migrated to mainland China, mainly in Shanghai, Beijing and Guang-

zhou (Canton). With the tightening of economic policy in China since the summer, many believe that these investors may get their fingers burnt.

The tightening in monetary policy in China and a corresponding easing of monetary policy on Taiwan is expected to give a fillip to private investment on the island. After a recovery in growth last year, private investment is expected to rise by nearly 13 per cent this year and about 10 per cent in 1994.

In the meantime the government has taken a fresh sighting and is trying to chart a course for the Taiwanese economy which envisages becoming "Asia-Pacific regional operations zone". The government has promised NT\$3bn of tax credits for industry – to encourage investment – and earmarked a further NT\$200m in state support for the island's high technology industries.

Overhanging this strategy, however, is Taiwan's troubled relations with the mainland. Until both arrive at a modus vivendi it is debatable whether this latest chapter in Taiwan's economic development can be successfully realised as past policies were.

Simon Holberton



■ FOREIGN RELATIONS

China issue is most divisive

REATIONS between Taiwan and the Chinese mainland were, until recently, relatively straightforward. Both sides laid claim to the other's territory and both were locked in a theological debate about who were the rightful rulers of "all China".

Taiwan's rapid industrialisation, as well as China's economic reform, have, however, significantly complicated the issues. Cold War-era antipathies are being submerged by today's booming – although officially indirect – trade across the Taiwan Straits with mainland China.

At the same time, Taiwan, with its new-found wealth and democratic liberties is anxious to achieve western recognition and play a fuller role in the world community. Yet movement on this front is largely dependent upon Taiwan's status in relation to China.

The simplicity of the past has been replaced by hand wringing and confusion in Taiwan about how to deal with the "China question". No longer incommunicado, Taipei and Beijing are committed to promoting greater understanding between their peoples. Yet critical questions remain. Taiwan is asking itself at what pace contacts with mainland China should proceed, and what the ultimate result of increasing contacts will be.

Relations between Taiwan and the mainland have become the most divisive issue in Taiwanese society and politics, leading to the recent fracturing of the ruling Kuomintang (KMT) party and weakening business support for the government.

To fully understand what is happening in Taiwan, one needs an acute sense of the difference between appearance and reality, of words and deeds. The current KMT leadership under the guidance of President Lee Teng-hui says its wants a reunited China. But its every action suggests that what it really seeks is an independent Taiwan, in part to placate the increasingly powerful DPP opposition party. This was best exemplified last month by Taiwan's abortive attempt to seek membership of

the United Nations, from which it was ejected in 1971 when the mainland government of the mainland replaced it as the representative of China. Re-entry into the UN represents Taiwan's ambition to achieve broad international recognition of its sovereignty. In the event, China voiced strong objections, saying that admitting Taiwan to the UN would set an "abominable precedent" and would interfere in China's internal affairs. The steering committee of the UN General Assembly declined to put Taiwan on its agenda, dismissing the issue without even voting.

Taiwan's was backed by a handful of Central American nations with strong economic ties: Belize, Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. These, together with several African nations, constitute the rump of the international community which still affords Taiwan full diplomatic recognition.

Most western countries have only de facto relations with Taiwan, stationing officials in Taipei at quasi embassies called trade offices and limiting official diplomatic contacts.

The US and Europe (with the exception of the Vatican) recognise Beijing as the sole legal government of China, including Taiwan. Western democracies are keen to take full advantage of the huge potential for trade and investment that China's economic reforms have created. Rather than risk conflict with China, the US, which is Taiwan's greatest supporter in the developed world, has warned the Taipei government that its attempt to penetrate the UN and its system of multilateral agencies is ill judged.

"It would be unwise [of Taiwan] to confront the Clinton administration with a choice between Beijing and Taipei," said Professor Ralph I-Jen Chou, a senior opposition DPP official, says: "We do not think we can join the UN easily. Maybe we will need 10 or 20 years of effort. We quite understand we have a long

battle to fight, but we want to take the first steps."

The government's decision to push for UN membership and alleged foot dragging on closer commercial contacts with the mainland is cited as one of the reasons for this summer's split in the ruling KMT. A number of leading members left to form the China New Party.

Mr Chao Shau Kang, leader of the New Party, believes that the government is wasting precious time in delaying more substantive talks with Beijing. "We have the advantage now; if we wait another three years then our advantage will be less and we will lose our bargaining chip," he says.

His view finds widespread support among business people who believe the government is powerless to stop economic integration across the Taiwan Straits. Trade between the two is growing rapidly.

China is now Taiwan's fastest growing export market – exports were 20 per cent up in the first eight months of this year compared with a year

ago – and the second-largest market in terms of size. It is forecast to be worth more than \$8bn this year.

Where trade flows so, too, does investment. There are no reliable figures on the actual amount of Taiwanese investment in the mainland since restrictions were relaxed, but the Mainland Affairs Council thinks it could be as much as \$20bn.

The intensity of interest in China is underlined by recent mainland figures putting Taiwanese investment in Shanghai at more than \$1bn in the first eight months of the year, more than the entire stock of Taiwanese investment in the previous eight years.

It is further underlined by Taiwan's retailers organising for a big push into mainland retailing. Well-known stores such as 7-Eleven and less well known ones such as Wu Shin Steak House, will soon be trading in especially designated "Taiwan shopping streets" in Beijing and Shanghai.

Mr Jack Huang, managing partner of the US law firm Jones, Day, Reavis & Pogue,

says: "The government should lift restrictions on investment. They were a nice idea – a nice try – but it is clear today that China can get investment from anywhere in the world. Our investment is not that critical; our technology is not more advanced than what China can get from elsewhere. The fact is that Taiwan business has a greater need to go into China than China needs the business."

Like many business people who value the political liberalisation of the past five years, he thinks the challenge facing the government is how to prolong the process of inevitable integration to ensure that when unification comes, it poses no threat to Taiwan's newly won liberties. Others fear that Taiwan's economy will become increasingly linked to that of the mainland, intensifying its dependency upon the Chinese market and giving Beijing unacceptable power over Taiwan.

Clearly, Taiwan's relations with China, and therefore the rest of the world, are now being shaped by economic trends rather than the territorial disputes of the past. It is not clear what Taiwan knows quite what to do about it.

Simon Holberton and Louise Kehoe

KEY FACTS	
Area	36,000 sq km
Population	20.6 million
President	Lee Teng-hui
Currency	New Taiwan dollar (NT\$)
Average exchange rate	1991 \$1=26.55 NT\$ 1992 \$1=24.33 NT\$
ECONOMY	
	1991 1992
Total GDP (\$bn)	175.4 206.8
Real GDP growth (%)	7.2 6.6
Components of GDP (%)	54.3 55.8
Total investment	11.8 12.9
Government consumption	17.9 17.5
Exports	48.5 44.5
Imports	-43.4 -42.0
Annual average % growth in...	
Consumer prices (%)	3.6 4.5
Ind. production (%)	7.3 3.6
At year end...	
Unemployment rate (%)	1.4 1.3
Official foreign reserves (\$bn)	82.4 82.3
3 month interbank rate (%)	5.67 7.38
Stock market at year end	78.8 64.7
Market capitalisation (\$bn)	62.9 72.0
Growth in share prices (%)	-7.4 -18.0
Trade...	
Current account balance (\$bn)	12.0 8.2
Exports (\$bn)	76.2 81.5
Imports (\$bn)	62.9 72.0
Trade balance (\$bn)	13.3 9.5
Manufacturing trade	
Exports (\$bn)	70.5 73.0
Imports (\$bn)	46.6 52.9

(1) From IFC Emerging Markets Database.
(2) Annual % increase IFC local currency price index.
Sources: Datastream, IFC.

islature to change it from a forum which screens the executive's proposed laws to one which can originate legislation.

This reform would allow for a separation of the executive from the legislature, raising the possibility of an opposition-controlled legislature and a KMT executive. The reform will also pave the way for the direct election of the president in May 1996.

As Taiwan moves towards the greater use of the ballot box in determining political power, so it moves closer to independence. That may prove too much to stomach for China's Communist rulers who have never renounced the use of force to reunify the nation.

Simon Holberton

■ DOMESTIC POLITICS

KMT supremacy challenged

external threat, has been skillful in exploiting these divisions to score a number of parliamentary victories, notably the passage of a law requiring politicians and senior government officials to reveal their personal wealth.

Although the ruling party's financial strength is a huge asset, it has become a political liability. Voters in Taiwan, especially among the educated middle classes in the cities, are becoming more and more critical of "money politics" (corruption). They are also questioning the efficacy of a political party playing such a powerful role in industry and commerce and the potential conflicts of interest this poses.

In last December's elections for the Legislative Yuan, Taiwan's law-making body, a group of concerned citizens formed a lobby called the Clean Election Campaign. Its purpose was to monitor vote-buying by politicians of all parties. The support the campaign received underlined the extent

The New Party promotes a curious blend of populism and conservatism

of voter dissatisfaction with corruption in Taiwanese politics.

Mr Jack Huang, managing partner of the US law firm Jones, Day, Reavis & Pogue and a leading member of the campaign, says: "Initially we did not invest a lot of hope in the success of the campaign, but to our surprise we received 700,000 letters from voters who said they would not sell their vote."

Next month the KMT will face a further test of its popularity and unity when elections for 21 county mayors and magistrates are held across the island. The party currently controls 13 of these positions,

but it is widely expected that it will fare less well this time around, possibly losing the simple majority it currently enjoys.

Its rival, which controls seven localities, expects to win 11 or 12 of the local government positions. Winning a majority of the positions has become make-or-break for Mr Hsu Sin Liang, chairperson of the DPP. He has said he will resign party leadership if the party does not win more than half the seats.

The DPP sees these local elections as a chance to cut its influence from its grassroots support through its own access to the patronage power in Taiwan. Mr I-Jen Chou, deputy secretary general of the DPP, says: "We think we can win in the coming elections and if so then I think we can, through the mayors, build our power and weaken the special interests of the KMT."

At a national level, defections from the KMT to the China New Party – formed after the KMT's 14th party congress in August by a faction disaffected with the China policy – have seriously affected its ability to govern. "Ours is a large party," says the KMT's Mr Chu. "We do have a caucus in the legislature but it has become more and more difficult for us to hold them in line... We hope the situation will improve."

Because of the split, the KMT's strength in the 163-seat legislature has been cut from 103 to around 95 as former party members have left. Its strength there is likely to be eroded by further defections to the New Party.

This party, led by Mr Chao Shau Kang, a former environmental minister and senior KMT member, promotes a curious blend of populism and conservatism. On one hand, it has taken up the battle for clean

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TAIWAN III

THE ENVIRONMENT

Big clean-up effort is under way

TAIWAN is paying the price for failing, until recently, to address environmental problems during its rush to industrialisation. "We started late," admits Lung-Sheng Chang, head of Taiwan's Environmental Protection Administration.

Evidence of unregulated pollution is all too apparent on the streets of Taipei. Rubbish collects on pavements and in back alleys. On a hot and humid evening, the smell of sewage is pervasive in the older parts of the city and the air is yellowed by a seemingly permanent pall of smog.

A big clean up effort is under way, amid mounting public pressure. Last year Taiwan's spent more than \$22bn on environmental protection, with

similar spending expected to continue for the next five to six years.

"We have come to realise that economic development is not, in itself, our goal. Our aim is to raise the quality of life of our people," says Mr Chang. "Unless we clean up air, water and solid waste pollution, then growth in the gross national product or per capita income becomes meaningless."

Last year a constitutional amendment revised the republic's public spending priorities to rank environmental protection and ecological conservation along with economic development.

Yet the problems created by Taiwan's rapid economic growth are immense. Rising

incomes have enabled millions of Taiwanese to buy cars and motorcycles. With a population of just over 20m, Taiwan boasts 4m motor vehicles and 10m motorcycles. In the past 12 months, 500,000 new cars and almost 1m new motorcycles crammed onto the already heavily congested city streets.

High levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams. "We have double digit growth in motor vehicles per year, but less than a one per cent increase in parking spaces and road area," says Mr Chang.

To combat air pollution, Taiwan has adopted the tightest emission regulations for motorcycles in the world, and is matching California's exacting standards for car emissions.

More than half of petrol consumed is now lead-free and the EPA has a target of phasing out leaded petrol by 1999.

Initial results are encouraging. Last year the number of days when air quality in Taipei remained within acceptable standards increased by 5 per cent to more than 88 per cent. Lead content in the air was reduced by 90 per cent last year.

Consideration is also being given to "pollution taxes" on

petrol. "Our gas prices are very low," says Mr Chang. "We are encouraging our people to use the gasoline." Yet proposals for an increased tax on petrol are controversial because of fears that it could fuel inflation and have a negative impact on the economy.

Enforcing anti-pollution measures is difficult, especially when they conflict with business interests, Mr Chang says.

Even in Taipei, only some 18 per cent of sewage is fully treated

Industrial development plans, for example, are now subject to strict environmental impact reviews, severely restricting waste disposal and emissions. But business executives complain that environmental rules are too harsh, increase costs and place them at a competitive disadvantage in world markets.

Water pollution is another serious problem in Taiwan. Less than 8 per cent of the population has sewage processing service. Even in Taipei, only 18 per cent of sewage is fully treated. The rest is funneled into river beds, creating

a health hazard. The problem has become particularly acute over recent months because Taiwan is suffering a drought. Heavy rainfall during the typhoon season normally flushes the river beds, carrying waste out to sea.

Construction of a metropolitan sewage treatment plant costing NT\$1bn has begun, but is not expected to be completed for another two years. Government plans call for a huge expenditure of NT\$100bn on sewage treatment systems throughout the island over the next seven years.

Yet local government agencies, which are required to raise half the cost of treatment plants for their districts - mostly through higher local taxes, have been less than enthusiastic. Local politicians put higher priority on more visible public works, such as the construction of roads and bridges, Mr Chang explains.

In an effort to push the projects forward, the EPA has proposed that the national government increase its share of the cost to 70 per cent, lowering the burden on the regions.

One incinerator in Taipei is already operating and contracts for the construction of six more will be put out to public tender by the end of the year.

Taiwan is also buying many

garbage collection and street cleaning trucks. "We are making quite a lot of progress and we believe that within five years our solid waste problem will be solved," says Mr Chang.

Education is another important element of Taiwan's environmental efforts. A schools programme has been so successful that children have become the "Red Guards" of the environment, Mr Chang says.

Recycling is on the rise, with Taiwan leading the world in the recycling of waste paper. "We have a long tradition of

Louise Kehoe

AEROSPACE INDUSTRY

An eye on world aircraft markets

TAIWAN'S aerospace industry has reached a watershed in its development. Within two or three years, it should become clear whether or not it will be able to extend its engineering expertise into world markets for passenger aircraft.

Taiwan is an established supplier to big western civil aircraft manufacturers. It is also able to produce its own military jet fighters.

Now the government is seeking to marry the two and create an industry that manufactures whole aircraft for domestic and foreign civilian markets.

The most important talks now under way are with the UK's British Aerospace and Dassault of France.

Bae wants to improve its profitability: the RJ series of regional jet passenger aircraft, which would be built partly in Taiwan, lose money for the

Taipei wants more development and production expertise to be switched to Taiwan

company.

Unfortunately, talks with Taiwan have encountered difficulties since a contract to establish a joint venture was signed in London in January.

Doubts have been raised by Taiwanese banks lending money to finance the joint venture, called Avro. They are concerned that the aircraft could lose money as easily in Taiwanese hands as British.

The main hurdle, the financing of the deal, was cleared in August. But the apparently less important details of the amount of technological expertise that would be transferred to Taiwan have proved to be almost as difficult to overcome.

If, and when, these matters are settled, manufacturing could begin as early as next spring.

Talks are at an earlier stage with French aircraft builder Dassault. Taiwan is buying Dassault military jet aircraft and missiles and wants some aerospace manufacturing skills transferred to Taiwan.

Dassault is keen to keep such transfers confined to civil sector skills associated with its Falcon series of executive jets.

But Taiwan may insist on some of the Mirage work moving to the island.

Taiwan is in a strong position to demand such concessions. In Dassault's case, the deal was its first export order for four years, while Bae is still struggling to improve its profitability after a period of heavy losses.

Taiwan has two further inducements beyond its experience in the components business, with which to persuade foreign companies to share their know-how.

It has huge reserves of capital, thanks to its successes in exports of manufactured goods. And it offers proximity to the world's fastest-growing air transport markets in south-east Asia and China.

Taiwan also wants a foreign partner as it struggles to emerge from decades of relative economic isolation thanks to China's claim over the island.

That isolation prevented the government from importing military aircraft. Instead, it went ahead with production of its own designs. Taiwan initially moved to piston-engined training aircraft and then jet trainers. Now it has advanced far enough to oversee production of its own supersonic fighter, the IDF (Indigenous Defence Fighter).

Yet as production of the IDF got under way last year, France and the US decided to

risk Beijing's wrath by allowing the sale of General Dynamics F-16 and Dassault Mirage 2000 fighters to Taiwan.

Taiwan's air force promptly halved its order for the IDF to 150 aircraft, leaving 200 or more local aerospace manufacturers and the design and manufacturing arm of the defence ministry with spare capacity.

This spare capacity has added impetus to the drive to find foreign partners for aerospace manufacturing.

To that end, the government this summer announced the progressive privatisation of the country's military aircraft manufacturing operations, which builds the IDF, at Taichung on the island's west coast.

The first stage, scheduled for next summer, is the creation of an autonomous but state-owned company. It could lead to complete privatisation within five years, say government officials.

The move to privatise the Taichung operations follow the establishment by the government of Taiwan Aerospace Corporation (TAC) in October 1991.

This company, with a minority state shareholding, has the aim of becoming a major Asian aerospace company by the year 2000.

It intends to accomplish this through partnerships, and it was TAC that led the Taiwan side in plans to establish the Avro joint venture with Bae.

Yet two years after its birth, TAC is still finding the aerospace industry a tough one to enter.

Although it has plenty of cash and some engineering expertise, Taiwan still lacks several essential skills specific to the civil aircraft business: integrating components, designing interiors, marketing and leasing.

And the providers of the cash, Taiwanese investors, are discovering that aircraft manufacture is a high-risk business in which they may not see a return on an investment for a decade or more. Taiwan's banking community has been among the most wary of TAC's backers in assessing whether prospective deals should go ahead.

They were partly behind the failure last year to launch a \$2bn joint venture with McDonnell Douglas to design and build a new large passenger jet. Government officials blame that failure on the count-

McDonnell-Douglas may yet come back to Taiwan for another deal

try's inexperience in aerospace: TAC was only a few months old and its financial backers were daunted by the prospect of investing huge sums in an aircraft whose design did not yet exist.

McDonnell-Douglas may yet come back to Taiwan for another deal. Unofficial reports from Taiwan suggest that the government is having talks with the company over the possibility of establishing a joint venture to develop helicopter technologies.

And the fear of being seen as a country that cannot do joint venture deals with foreign partners is certainly contributing to the survival of the Bae talks.

So it is a measure of Taiwan's determinations to establish itself in aerospace that it is prepared to enter into talks simultaneously with several large foreign companies in the field. If the drive fails to spark rapid growth in aerospace as a consequence, it will not be for lack of trying.

Daniel Green



Growing problem: High levels of vehicle emissions are accentuated by bumper-to-bumper traffic jams in Taipei

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TAIWAN IV

■ INDUSTRY

Important role in PC revolution

TAKE the lid off a personal computer and the chances are very high that the main circuit board inside will have been manufactured in Taiwan.

The island now boasts a 70 per cent share of the world market for PC "motherboards" and is the largest producer of the latest "notebook PCs", prompting some to rename it the "Republic of Computers".

Information technology is now the cornerstone of Taiwan's economy, reflecting a rapid shift away from its traditional labour-intensive industries towards advanced technology, including semiconductor chips, computers and computer peripherals. Last year, with sales of \$8.7bn, electronics products became Taiwan's biggest export.

The personal computer is at the core of Taiwan's emergence as a world player in information technology. Last year Taiwan's exports of PC hardware reached \$6.5bn according to Dataquest, the market research group, which predicts an 11.7 per cent increase to \$7.4bn this year.

PC circuit boards alone accounted for \$580m in exports last year, while exports of computer monitors (displays) totalled \$2.5bn. Taiwan is also the top producer of the com-

puter "mouse" - the device used to move a cursor around a computer screen - with an 80 per cent share of the world market, according to government statistics.

Yet Taiwan's role in the PC revolution has gone largely unnoticed outside the computer industry. With the exception of Acer, Taiwan's largest PC producer, most of the computers made in Taiwan are sold under the names of foreign companies such as IBM or Apple Computer.

"Taiwan is the arms dealer to the warlords of the PC industry," says Mr Robert Lo, manager of the Taiwan operations of Intel, the leading US semiconductor manufacturer.

But why Taiwan?

Ironically, IBM, whose original personal computer design gave birth to an industry of "PC clones", played a central role in the creation of the island's PC industry.

IBM established a procurement office in Taiwan in the

1960s, when the island's economy was based on low-cost, labour-intensive manufacturing. Tatung, now one of Taiwan's largest PC manufacturers, was an early partner of IBM, manufacturing parts for its mainframe computers.

Following the introduction of the IBM PC, in 1981, IBM chose

The Taiwan government has continued to play an important behind-the-scenes role

TECO, a leading Taiwanese television manufacturer, to mass produce personal computer monitors. Other Taiwan companies followed TECO into the monitor market, sparking an export boom and fueling Taiwanese interest in the PC business.

In the same period, the Taiwanese government was actively encouraging the establishment of high technology enterprises through its Indus-

trial Technology Research Institute (Itri). Seizing the opportunity created by the standards-based IBM PC, Itri designed one of the first "clones" of IBM's PC XT, thus providing a fillip to Taiwan's fledgling PC industry.

Over the past 10 years the Taiwan government has continued to play an important behind-the-scenes role in the island's computer industry, representing Taiwan manufacturers in their negotiations with foreign companies, undertaking research and development efforts, and providing training and market research assistance.

Taiwan's semiconductor industry, which supplies components to its PC and PC board manufacturers, provides another example of the blend of government-sponsored initiatives and private-sector ingenuity.

Its foundations were laid in the early 1970s by K T Li, then the minister of finance and widely known as the "father" of Taiwan's industrial development.

In the late 1970s, the Itri

of Taiwan's information industry. A frequent visitor to the US and Japan, Li established a government-funded semiconductor development project in Taiwan under the auspices of the newly formed Itri.

"Without Itri's early involvement, Taiwan's semiconductor industry would probably not exist today," says Morris Chang, Itri chairman, who credits K T Li with recognising the critical role that semiconductor technology could play in Taiwan's industrial development.

In the late 1970s, the Itri semiconductor research and development project was expanded to incorporate a pilot production line which was spun off in 1980 to form United Microelectronics, Taiwan's first and still largest semiconductor company. This move was critical, Mr Chang believes, because it demonstrated the commercial feasibility of semiconductor production in Taiwan, encouraging private sector investment. Six

years later, another semiconductor producer, Taiwan Semiconductor Manufacturing Company, was spun out of Itri to provide production facilities for the island's burgeoning chip design industry.

A third Itri semiconductor spin-off is under consideration as the institute nears comple-

Chinese American engineers are attracted by the opportunities in Taiwan's industry

tion of a five-year advanced "submicron" semiconductor technology development project which included the construction of an ultra-clean wafer fabrication laboratory with state-of-the-art semiconductor production technology.

In addition to these official "spin-offs", former Itri engineers have populated numerous other chip design and manufacturing companies in Taiwan formed with funding

people with working experience in the US has also increased dramatically."

The abundance of well-qualified engineers is one of Taiwan's key advantages in the high technology industry, says D C Chien general manager of IBM Taiwan. "Even though Korea has a population 30 times that of Taiwan, we have far more engineers."

He also praises the adaptability and responsiveness of Taiwan's relatively small enterprises. "When IBM wants something, made on short notice, they deliver." IBM, for example, turned to Taiwanese manufacturers for its recently introduced low-cost Ambra PC product line.

For all of its strengths, however, the Taiwanese electronics industry remains heavily dependent upon foreign technology and is subject to the vagaries of foreign markets. As costs rise in Taiwan, its manufacturers are increasingly shifting their operations off-shore, to China and Malaysia.

The biggest challenge, says Morris Chang of Itri, is to upgrade Taiwan's own technology base. Until that happens, the Taiwanese information industry will not be the master of its own destiny.

Louise Kehoe

Taiwanese investments in mainland China. "The Ministry of Economics really understands that China is a great opportunity for Taiwan's business, but because of political issues this strategy cannot be realised," says Mr Shih.

Current government regulations prohibit the transfer of Taiwan's most advanced technologies to mainland China. Taiwan's computer companies are allowed to establish assembly operations on the mainland, but are required to prove that their investments in Taiwan outstrip those on the mainland. However, the regulations are widely ignored, even government officials acknowledge.

As one of Taiwan's most visible companies, Acer is moving slowly to establish itself on the mainland. The group has committed itself to open a keyboard and computer monitor manufacturing operation in China by the end of next year and has begun building up a network of service and distribution offices.

Some of Acer's US competitors are steaming ahead. Over recent weeks both Compaq Computer and AST Research have announced joint ventures in China.

Ironically, despite their proximity to mainland China, Taiwan's computer makers may be at a disadvantage in exploiting the potential of this emerging market.

"Today, the requirement for us to invest in China is not so critical. But it may be critical next year or in two years," says Mr Shih. He is optimistic that the Taiwan government will recognise the problem and ease its China-investment regulations in the near future.

Mr Shih compares Acer's efforts to achieve its "Chinese dragon dream" to the ancient game of "Go". It will take patience, endurance and strategic planning if Acer is to win market share, or territory, away from its competitors. The Taiwanese are hardly new to this game. The computer market is merely a new playing field.

Louise Kehoe

■ COMPANY PROFILE: ACER GROUP

Chasing the Chinese dragon

THE Acer Group, Taiwan's largest computer company, is pursuing the "Chinese dragon dream", aiming to establish itself as the first Chinese company to become a world leader in the computer market. It is an ambitious goal, but already the company is among the top 10 in the personal computer field.

Acer's progress has made Mr Stan Shih, its founder, chairman and chief executive, a hero in Taiwan. As one of the island's most influential business leaders, he is now playing a central role in efforts to shift the island's industrial base from low-cost manufacturing to more advanced product development and marketing, or from "the bargain basement to the luxury goods department" as they say in Taiwan.

"In Taiwan we must establish our own technology development and international marketing capabilities if we are to remain competitive," says Mr Shih.

The Taiwanese electronics industry has become the island's biggest source of exports largely as a result of

its ability to provide low-cost, high-volume, sub-contract manufacturing services to US, Japanese and European personal computer companies. Yet the future is clouded by rising costs that are undermining Taiwan's competitive advantages.

As Taiwan's newly industrialised economy begins to

The government is spending about \$450m a year on research and development

mature, the need for large-scale investment in technology development and international marketing is becoming critical, Shih maintains. "In the long run there is no other way for Taiwanese manufacturers to compete with China or south-

east Asia where costs are much lower," he says.

His message has not been lost on the Taiwanese government which is spending about \$450m a year on research and development programmes, much of it aimed at the information processing industry. Manufacturers also get tax credits for investments in R&D, training, automation or international brand name promotion.

While there is a broad consensus that Taiwan needs to become less dependent upon foreign technology, the need for marketing efforts is less widely accepted.

Spending money on international advertising and promotion is a relatively new concept in Taiwan where many manufactured products end up bearing the brand name of a western company. Acer is one of very few Taiwan companies to have established its own name in world markets. Others include Pro Kennex, the tennis racquet maker and Giant bicyc-

cles. Four years ago, Mr Shih became the founding chairman of a business group aimed at boosting the marketing skills of Taiwan's industries. The

keting. Even this is well below many of its foreign competitors.

Brand International Promotion Association (Bipa) has attracted about 100 members who can participate in training programs in marketing, public relations, advertising, corporate identity and image building.

Bipa, initially bailed for its forward-looking efforts, came under fire two years ago when several of its member companies fell into bankruptcy and Acer itself recorded losses. "The general public blamed spending on brand promotion for the financial problems, but they were unrelated," Mr Shih recalls.

Brand promotion is considered too risky, and it takes too long to see a return on the investments, he explains.

"It takes perhaps two years to see returns from manufacturing. Technology development may take three to four years and require 10 times as much effort. Image building takes one hundred times the effort. It takes a very long time."

Yet from Mr Shih's point of view, establishing Acer's brand name is a matter of necessity. "Without your brand name, without a good image, your business is unstable because you are totally dependent upon the performance of the companies that supply you." A mix of brand name and sub-contract business is ideal, he says, because one offsets the risks of the other.

Acer has also moved faster than other Taiwan companies to establish a presence in international markets. The group now has operations in more than 70 countries, many of which operate as semi-autonomous business units. Some are partly owned by local employ-

ees. In international markets, Acer has formed partnerships with its distributors, transforming them into local assembly operations by shipping sub-assemblies from Taiwan and purchasing other components locally.

The goal, says Mr Shih, is to create a consortium of "real borderless global companies with a local-touch global brand

name." While pricing entrepreneurial independence, Mr Shih,

unlike many of his western counterparts, welcomes government involvement in Taiwan's high-tech industry.

"We need a national strategy," he says, "to set a direction for the private sector."

The government should also

create the right infrastructure

for the high-tech industry to flourish, he believes.

"The government is like a parent, motivating its children to study hard and rewarding them for their efforts."

In many regards the Taiwan government has served the industry well, Mr Shih believes. But the most difficult government strategy we lack is on Taiwan-China relations."

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Acer chief Stan Shih: his company's progress has made him a hero

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A basic guide for visitors

VISAS for visitors from most countries are fairly easy to obtain from Taiwan's official or, more likely, unofficial missions.

Names for the unofficial offices can vary, but are usually economic and cultural offices containing the catchwords "Republic of China" or "Taipei".

For example, in London, Taiwan's representative is at the "Taipei Representative Office in the UK".

Trade contacts: A useful source is the China External Trade and Development Council (Cetra) Tel: 886-2-725-5200; Fax: 757-6653.

Cetra has offices in most of the leading trading nations, often together with Taipei's unofficial representation, or separately under the moniker "Far East Trade Service".

Companies more interested in investment opportunities can also contact the offices of the Ministry of Economic Affairs, often known as the "Economic Division" of the Taipei representative office.

Directory: If possible, travellers should purchase upon or before arrival the *Directory of Taiwan*, which offers a thorough and indispensable collection of important offices, companies and services for NT\$400 (\$17.50) if purchased in Taiwan.

It can also be ordered at higher prices (including postage) from The China News (one of the island's two English-language dailies) at 11F, 110 Yenping S. Road,

appointments in eastern Taipei will learn first-hand why most residents complain daily about the "black age" in city transport.

A compromise choice for those whose schedules are weighted with both political and corporate appointments are a number of hotels on Chung Shan North Road, including the Formosa Regent, the Fortune, the Ambassador, Royal and the President.

Transportation from these hotels to the political zone is quick, and many local and foreign companies have offices on Chung Shan N. Road, along the city's main north-south corridor. These north-side hotels are also close to the city's traditional night-life zones.

Businessmen whose agenda is dominated by corporate appointments should choose a hotel on the east side, where most key companies and business organisations now have their headquarters.

Among the superior hotels in this region are the Ritz, Howard Plaza, Sherwood, Asia, Hotel, Brother, Magnolia or Holiday Inn. Businessmen who participate in trade shows or make international conferences or trade contacts should consider the Hyatt near the World Trade Center on the extreme east of the city.

Most local hotels offer tour packages for businessmen or their families who have time to take in some of the island's sights.

Executives rushing from the Hilton or Lai Lai to business

outside Taipei: Visitors should not think that the rest of the island resembles Taipei. Taiwan's coast and mountain regions have a number of attractive scenic locations, including Alishan (Mount Ali) and Taroko Gorge.

Time off: The most notable of Taipei's museums is the National Palace Museum, which contains many art treasures removed by the Nationalists when they fled to Taiwan in 1949-50 (Tel: 886-2-581-2021; Fax: 886-2-581-4400).

Taipei now boasts several fine venues, including the National Concert Hall and the National Theatre in central Taipei's Chiang Kai-shek Memorial Park.

Visitors interested in local handicrafts may consider a visit to the Taiwan Handicraft Promotion Centre on 1 Fushou Rd, Taipei (Tel: 02-321-7223).

The best part of a visit to Taiwan is the food. Visitors are strongly advised to get out of their hotels and explore. Various Chinese regional cuisines can be enjoyed and may be ordered by simply pointing at menus by those lacking Chinese linguistic skills.

An ideal place to try Taiwanese food is "Green Leaf" (Ching Yeh) on Chung Shan North Road. An alternative is a later competitor, "New Leaf" (Shin Yeh), which has several locations in Taipei.

Dennis Engbarth

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MANAGEMENT

Work without strain

National Back Pain Week starts in Britain on Monday. Carol Cooper reports



FOR some people, every week is back pain week. Although estimates vary, back pain is responsible for more than 50 million sick days a year in the UK, and a sizeable loss of output by anyone's reckoning. Since some 80 per cent of people in the west suffer back pain at some time, symptoms could be considered part of the human condition, but they are not unavoidable.

Most of those affected have low back pain, because the greatest mechanical stress is at the base, but pain can occur anywhere in the spine and may radiate down a leg or arm. Symptoms usually resolve with a little rest along with painkillers and perhaps local heat to ease muscle spasms.

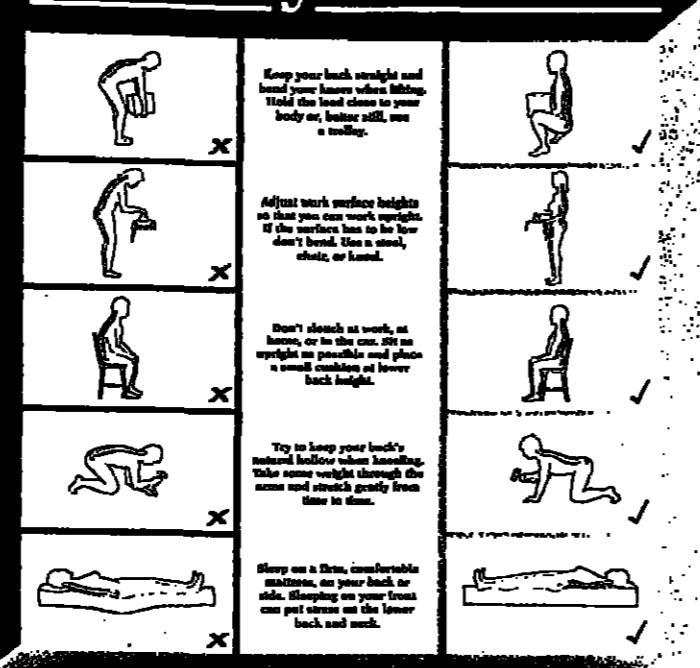
The spine is a complex piece of machinery originally designed for creatures that walked on all fours. Tumours and other diseases do occur, but the most common cause of back pain is mechanical strain, which is where some problems could be avoided.

Many accidents reported to the Health and Safety Executive arise from manual handling of loads, but pain results from repetitive trauma as well as one-off injuries.

The HSE publishes guidelines on the weight of loads that should be carried. These are by no means absolute, for many factors, including workplace routine and individual fitness, affect the risk of injury. Under the Manual Handling Operations Regulations 1992, assessment of risk rests on the employer.

Employees should also reduce the need for heavy or awkward handling in order to lessen the dangers.

Watch your back.



Some 80 per cent of people in the west suffer back pain at some time in their lives

There are several obvious ways to do this, from making the load lighter to giving employees better training. Almost everyone knows what a good lifting technique is, but few people – even those with backache – put it into practice.

Backache also comes to those who sit and work. Research shows that much more weight passes through the discs when sitting than when standing. Perhaps this is because the spine's gentle S-shape

is lost when seated. On car journeys, it is worth stopping regularly to get out for a stretch, however tight the schedules. If buying a car, it is a good idea to choose a model in which the height as well as the angle of the seat can be adjusted.

In the office, the height of chair and/or desk may need adjustment. Short breaks to stretch the back should be the order of the day.

Particular problems can arise with VDUs, of which there are close

to 10m in use in the UK. Mastering a PC should include attention to the physical aspects of sitting at a terminal for any length of time.

Following EC directive 90/270, new legislation came into force in the UK on 1 January. It applies to those using VDUs for a significant part of the day, and obliges employers to evaluate possible risks (both physical and mental) to take steps to reduce risks, and to provide staff with information and training.

Back problems are less likely if elbows are at right angles and the upper arm vertical when using the keyboard. Shorter people may benefit from footrests, and under the legislation anyone who asks must have one provided.

Chairs should tilt slightly forward, and the computer screen positioned straight ahead in the line of vision, with the aid of monitor arms or telephone directories. Unfortunately this may increase glare and eye symptoms – from the screen. It is also impossible to arrange with laptops.

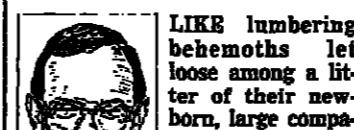
Again, breaks are needed before tiredness sets in – at least once an hour for a few minutes, or as long as it takes to remove one's eyes from the screen and do some stretching, at the desk if it is impractical to get up.

The Organisation of Chartered Physiotherapists can give advice to businesses on the ergonomics of office work (Tel: 0702 7762).

The HSE Information Centre is at Broad Lane, Sheffield S3 7HQ (Tel: 0742 892345; Fax: 0742 892333).

Chiropractors in the UK are offering free back-pain screenings and posture checks next week (Call Free-phone 0800 212619).

The author is a London general practitioner.



CHRISTOPHER LORENZ

The best way to rear corporate babies

LIKE lumbering behemoths let loose among a litter of their newborn, large companies have a nasty habit of trampling their fledgling ventures to death.

Surviving progeny then take as

long as eight to 10 years to stand profitably on their own feet.

Their parents would do far better to farm out the task of child-rearing to experts who are better at it: the venture capital community.

That just about sums up conventional wisdom on "corporate venturing": the spawning of internal ventures by established companies.

After successive waves of fashion since the mid-1980s, it fell out of favour in the mid-1990s, as the well-publicised experiences of a few companies, including CBS and Shell, seemed to show once again that "intrapreneurship" was rarely worth the effort and pain involved.

But this conventional wisdom is wrong on almost every count, according to a controversial book from Harvard Business School Press by two entrepreneurship professors. Called "corporate venturing", it re-analyses many studies on the subject.

Most large companies are cer-

tainly slow and clumsy. But the professors claim that quite a number of new ventures needed, on average, eight years to reach profitability, and that it took an average of 10 to 12 years for a company's return on investment in its entire venturing activity to equal that of its mature businesses.

More surprising still, the book claims that a like-for-like comparison between the record of corporate venturing and external venture capitalists shows that the latter do no better than corporations: about one in 10 investments turns out to be a blockbuster, while two or three yield mediocre returns, and the rest fall.

All this will startle anyone who remembers the spate of 1980s reports about the abysmal experience of individual large companies with internal diversification.

One should certainly be wary:

of the two academics, Zenas Block of New York University and Ian Mac-

millan of Wharton, are

larger study a full decade later, which suggested that more than 40 per cent of US ventures – a remarkable rate – had become profitable after less than three years.

Leaving aside the question of whether all the early performers in that survey would have remained profitable – in Biggadike's study, more than half did not – Block is right when he complains that companies are too ready to believe that a statistical study can be an accurate predictor of what will happen if they take a particular course of action.

As he says, that ignores the unique character of every company and every venture. Such studies can provide only general guidance. What matter are the circumstances of each case, and how well management tailors its practical actions to suit them.

It is here that the Block-MacMillan book is at its strongest. For instance, it advises companies to avoid in most cases the popular – but dangerous – step of housing ventures in separate divisions from the mainstream business.

Instead, says the book, they should frequently be placed within existing divisions, but sheltered from normal planning and control systems; otherwise they will be strangled. They should be given high-level sponsorship, but must also manage political relationships and expectations.

In trying to make their culture more entrepreneurial and venture-friendly, say the academics, companies should not follow the popular but ineffective "cultural transplant" route: trying to imitate the innovative culture of creative giants such as 3M. Instead, they should develop their own unique brand of entrepreneurship by learning from their own past experience with innovation projects – failures as well as successes. A new venture is no less an experiment than one conducted in a scientific laboratory.

3M, Hewlett-Packard and a few other creative big companies have long shown that such careful self-eduation is vital for a giant which wants to avoid stifling its new ventures – and eventually consigning itself to oblivion.

One researcher, above all, is responsible for the poor reputation of corporate venturing: Ralph Biggadike

widely-read 1979 article on "the risky business of diversification". It concluded that individual new ventures needed, on average, eight years to reach profitability, and that it took an average of 10 to 12 years for a company's return on investment in its entire venturing activity to equal that of its mature businesses.

Block and MacMillan challenge Biggadike's reading of his own data, claiming that these "clearly show that nearly 50 per cent of ventures become profitable within four years".

This is far less clear than they claim, since the data are slightly ambiguous. My re-reading of Biggadike's original article suggests he was correct in citing a figure of 38 per cent. But this is still a respectable success rate, even if he also showed that cashflow took twice as long to go positive.

Block concedes that his book may overstate Biggadike's findings slightly, but he points to a

Meet the business schools

individuals planning for the academic year starting next October are overwhelmed by choice.

Given that the cost of a 12-month full-time course could be as much as £25,000 – to which must be added lost earnings – their decision is not likely to be a light one.

One way to survey the options is to look at one of the guides on the market. These include the Economist Intelligence Unit's *Which MBA? (21150), Which Business Qualification?* (Kogan

Page, £16.95), and the *Guide to Business Schools* published by Pitman publishing with the Association of MBAs (£16.99 including post and packing).

Another way is to attend AMBA's forthcoming Going To Business School reception at the Institute of Directors in London on Monday October 18.

The event, which lasts from 4.30pm to 8.30pm, will be attended by 24 of the top UK schools, eight continental European institutions,

and eight North American.

Approximately 800 would-be MBA students attended last year; the turnout this year should be an indicator of whether the historic pattern of growth – interrupted in 1992-93 – is likely to be resumed in 1994-95.

Entry is free but pre-registration is requested using the freephone number of National Westminster Bank, the sponsor: 0800 227700.

Tim Dickson

PEOPLE

Jacomb and Norrington retire from Barclays

The first effect of the arrival of Martin Taylor as chief executive of Barclays emerged yesterday when the bank disclosed that Sir Martin Jacomb, below left, one of its two deputy chairmen, and Humphrey Norrington, below right, one of its two vice chairmen, are retiring from its board.

The retirements are both linked to Taylor's arrival from January to take over the chief executive role from Andrew Burton, the bank's chairman. The bank need no longer maintain such an intricate structure of responsibility on its board to

counterbalance Buxton's dual roles.

Jacomb, who is 63 and a member of several other boards, stayed on as deputy chairman for a year at Buxton's request, despite passing its retirement age of 62.

With Taylor's arrival Jacomb has taken the chance to leave Barclays, which he joined in July 1985, from the year end.

A signal of intentions emerged this week when Jacomb was named as chairman designate of Delta, an electrical engineering company. He already chairs the British Council and Postal Investment Management. His most vital role at Barclays was as the first chairman of its BZW investment banking arm.

Norrington's early retirement at the age of 57 follows his handing over senior responsibility for the bank's risk management this year to Sir Peter Middleton, its remaining deputy chairman. He has kept a role in risk management, as well as overseeing personnel and property management.

The bank said that Norrington, who joined Barclays in 1980 and became a vice chairman in March 1991 after being executive director in charge of

overseas operations, had decided to retire from December 3.

Norrington's executive responsibilities will pass to Taylor; his departure will leave Alastair Robinson, head of its banking division, as sole vice chairman. Taylor will take responsibility for the group credit policy unit, which oversees the bank's lending.

The changes leave Sir Peter Middleton as chairman of the group credit policy committee; Taylor will join this committee.

London Securities eyes Hong Kong

London Global Securities, the city's strategic status amid the region's emerging markets.

"For every one who thinks 1997 is a problem, there are three who think it's an opportunity," said Mike Hiard, managing director of the London subsidiary and one of the firm's founders.

Beckmann was previously head of operations at Deutsche Bank Asset Management in Frankfurt. He will be supported in his new role by Katherine Pek, 31, formerly an operations manager with Morgan Stanley in Hong Kong.

London Global Securities employs 54 people worldwide and has offices in London and Greenwich, Connecticut. Its decision to set up in Hong Kong – just four years before the colony reverts to mainland China – was inspired by the

Watkins takes flight from Chrysalis

Nicholas Watkins has resigned as a director of Chrysalis, the music and media group, to head a management buy-out of its multi-media and in-flight television interests.

Watkins joined Chrysalis from Rank in 1988 to help it refocus its business. He has succeeded to the point where he does not feel Chrysalis has a place for him any longer. Its focus is now on the music business – which it re-entered last year – and on television broadcasting activities.

Watkins believes both sides of the business require managers with a creative background. "I'm more of a corporate suit," he says.

Chrysalis will keep 15 per cent of the company. Watkins is setting up to produce mate-

Bank of Ireland: Downes goes up

Margaret Downes has assumed the deputy governorship of the Bank of Ireland, Ireland's second largest clearing bank.

She replaces Bernard Breen, who will continue on the court of directors until next year, when he retires.

Downes, 60, has sat on the bank's court (board) of directors since 1986 and is currently chairperson of Gallagher (Ireland). She holds a number of directorships, including the UK high street retailing firm Storehouse, and Ardagh, the Irish glass container manufacturer.

She has also been a former president of the Institute of Chartered Accountants in Ireland, and a former president of the European Federation of Accounting Bodies.

The deputy governorship of the Bank of Ireland is a non-executive position. Under a review of court procedures in 1991 it was decided to reconsider the position annually.

Mr Ray McSharry, the former EC commissioner for agriculture, has been the latest addition to the court, having been appointed in March this year.

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Chrysalis will keep 15 per cent of the company. Watkins is setting up to produce mate-

There is a limited amount of marketing opportunities available at the conference

FT

FINANCIAL TIMES CONFERENCES

INTERNATIONAL PACKAGING AND THE ENVIRONMENT

London - 18 & 19 OCTOBER, 1993

The Financial Times second conference on the international packaging industry will look at the implications of legislation and the opportunities and problems facing the industry and its customers. Co-operation in the packaging chain, whether recycling or incineration is the way forward will be examined, as well as the opportunities for new uses of resources.

Speakers include:

The Rt Hon John Gummer MP
Secretary of State for the Environment

Mr Hans Alders
Ministry of Housing, Physical Planning & the Environment, The Netherlands

Mr Thierry Marraud
St Gobain Group

Mr Dermot F Smurfit
Jefferson Smurfit Group

Mr Walter Brinkmann
Coca-Cola International

Mr William Seddon-Brown
Waste Management International

Mr Michael C Coe
Lever Brothers Limited

Mr Clemens Stroetmann
Federal Ministry for the Environment, Nature Conservation & Nuclear Safety, Germany

Mr Yannis Paleokrassas
EEC

Mr Colin J Williams
SCA Packaging Business Group

Mr Matthias K Miranda
Frantschach AG

Mr Andrew Somogyi
FEVE

TECHNOLOGY

For European retailers, the ability to attract customers and persuade them to buy is often regarded as an art. In the US, on the other hand, retailing is increasingly becoming a science.

What is the optimum ratio of sales staff to customers? How does pricing affect sales? Does a particular advertisement bring more people into the store?

These are topics which US retailers can now accurately measure, using the latest monitoring equipment combined with sophisticated point-of-sale tills.

"Intuitively, we believed that all these things affected our business, but we couldn't prove it," says Phil Johnson, executive vice-president of human resources at Macy's department store, and formerly with Saks Fifth Avenue.

At Saks, Johnson installed the ShopperTrak system from Datatec to count the number of shoppers entering and leaving the store.

At its simplest level, the system was used to calculate peak traffic flows and, combined with information from the point of sale (Pos) equipment, peak "conversion" rates - how many customers were persuaded to buy.

Simple as it sounds, such data were difficult to obtain using traditional manual counting methods - such as employees using "clickers" to count customers as they entered the store.

"It is one of the simplest

things in retailing - knowing how many people come into a store. But we've not had that information," says Jim Tener, senior vice-president of operations.

The company soon realised it needed different information and that ShopperTrak could help provide it. "Preliminary results indicated alarming evidence that, in addition to advertising, we needed to focus on more fundamental issues dealing with store operations, namely improving our emphasis on customer service and selling to the customer."

The system helps the store managers decide on strategic issues such as price reductions, how best to display items or whether demonstrating the use of utensils increases sales.

The effectiveness of these is calculated by measuring a base line and then assessing how that changes if a new factor is introduced. For Pier 1, this included changing the ratio of staff to customers and altering the times when staff cleaned or

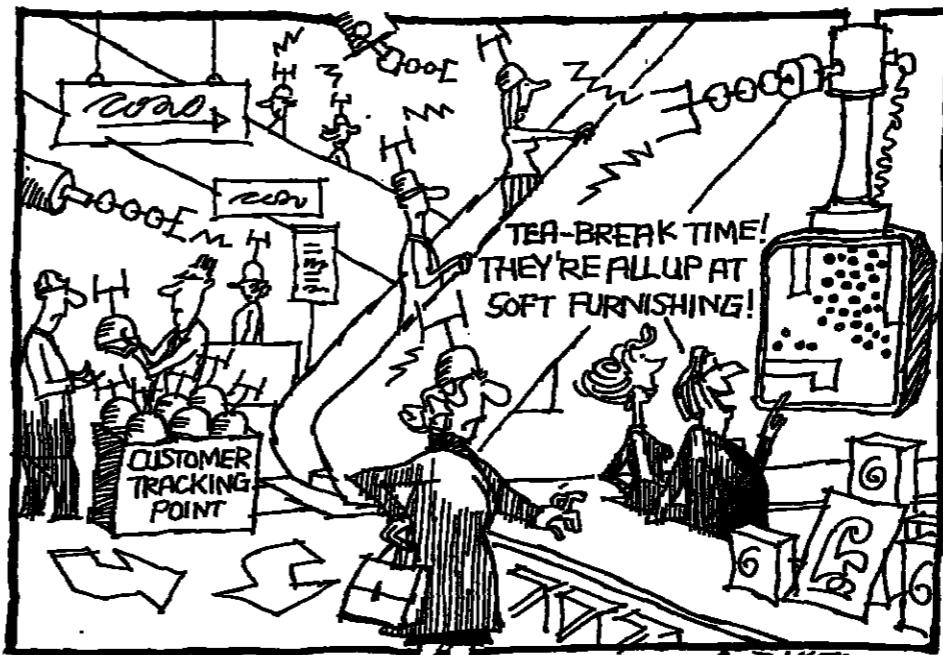
stacked shelves.

In one store in Toms River, New Jersey, the company experimented with changing the staff-to-customer ratios from a high salesperson presence of 5:1 to a low of 9:1. It decided the optimum ratio was 7:1 - above that conversion rates did not increase.

The company also wanted to evaluate how effective staff training was in increasing the conversion rate, explains Tener. Although the concept of sales training was devised by the managers themselves, ShopperTrak enabled the company to measure the effects of the training.

Using such techniques at the Toms River test site, Pier 1 managed to increase the conversion rate from 24.6 - just under one-quarter of shoppers made a purchase - to 28.1 per cent, which equated to a 14.2 per cent increase in turnover.

"The exciting thing to me is that we know exactly why it went up," Tener points out.



"We can measure cause and effect," Pier 1 plans to do more testing in its stores. Eighty of them already have the system installed and by the end of February 1994, between 150 and 160 of Pier 1's 615 stores will have ShopperTrak.

The financial payback is easy for Tener to calculate as each of the stores, with an average area of 9,000 square feet, has a single entrance. With the systems costing \$4,000 (£2,600) a time, Tener believes each system will pay for itself in less than a year.

At Macy's, the calculations are not so simple. It would be too expensive for the store to install equipment round every entrance to individual departments, and so conversion rates can only be measured throughout the store, not on a department-by-department basis.

At Selfridges in London, however, one tracking system has been installed over an escalator, which could result in a floor-by-floor count. In one discount store in the US, says Chris Carey, president of Datatec, systems have been

installed to enable the shop managers to count customers as they enter each aisle.

Nevertheless, Johnson saw positive results at Saks even when treating each store as a discrete unit. "Sales had a positive change simply by telling staff what the conversion rate was, how to improve it, and how it was improving. We got a 2 to 3 per cent change in conversion rate for nothing."

Tener also noticed changes in attitude at Pier 1. "Our people developed a competitive environment. One shift tried to outdo another."

Johnson believes that in the future such systems could lead to changes in the way staff and stores are assessed. "Right now we measure everything on sales," he reports. But high-selling stores may have low conversion rates. The data from ShopperTrak should enable managers to analyse which stores need to produce higher conversion rates and which need to work on attracting more customers into the store.

Carey believes the equipment can bring further advances.

tages such as an appraisal system of managers' performance. To do that, the accuracy of the system is critical, says Johnson. "You're trying to get the people in the store to think in a completely different way, and you can only do that if they have confidence in the data."

The Datatec system uses vertical infra-red beams on a bar attached to the ceiling. Unlike horizontal beams, they are out of the reach of children, who often take pleasure in waving their arms in front of the beams to notch up the numbers.

Because the infra-red beam bounces back once it is broken by the person entering, the system can calculate the height of the object and eliminate from its count anything or anyone under four feet tall - children, prams or shopping trolleys.

ShopperTrak's software can calculate the number of "buying units" entering the store - a family, say - rather than just individuals. And it can combine its data with that from IBM Pos systems to calculate conversion rates.

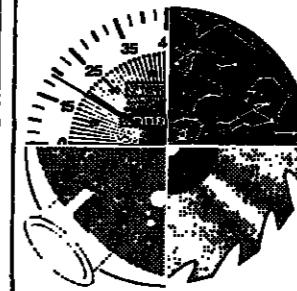
The latest software from Datatec has been designed for do-it-yourself stores or supermarkets and enables floor managers to predict when they will need to open another check-out lane.

The calculation is based on the number of customers entering and the average time it takes them to complete their shopping. The system is already in use in the US and is on trial at one UK supermarket.

In Europe, Carey sees the differing shopping habits as a challenge. In the UK, for example, conversion rates are much lower than in the US - in the high teens rather than the mid-twenties, says Carey. But so is the ratio of staff to customers.

Whilst Pier 1 calculated that 7:1 was the optimum ratio in its stores, in the UK there are 30 or even 40 customers on average for just one shop assistant. "In the US, somewhere along the line customers have demanded service," says Carey. "In the UK it's not even started."

Worth Watching · Della Bradshaw



Multimedia on the move

Two Japanese notebook PC manufacturers, Panasonic and Toshiba, have launched portable "multimedia" machines, which combine text, graphics, sound and video in a notebook.

The Toshiba T6600C, based on an Intel 486 DX2 processor, has a 10-inch, 256-colour thin film transistor display supported by a graphics accelerator card. The T6600C comes with the Microsoft Sound System. It will retail for £5,899.

The Panasonic CF-V21P notebook has a tuner video pack, which allows TV stations to be displayed on screen. VCR or camcorder output can also be replayed.

The CF-V21P has been designed to offer a choice of models based around four different processors, which can then be upgraded or parts added. Panasonic: Japan, 6 903 1121; UK, 0344 833915. Toshiba: Japan, 3 443 7171; UK, 0932 841600.

have traditionally been more expensive.

Cambridge Consultants has now found a way of mass-producing composite structures with all the strength, but at a lower cost. The result could be tough but lightweight car bumpers, train seats, manhole inspection covers and even sports rackets.

Composites, which derive their strength from the lengths of glass or carbon fibre embedded in the resin, are widely used in the defence and aerospace industries. But they could only be mass-produced if the fibres were cut, reducing their strength.

Cambridge Consultants has developed machinery which adapts conventional spinning procedures to weave the fibres continuously in three dimensions. Special resins have also been developed. Cambridge Consultants: UK, 0233 420024.

Satellite antenna in the briefcase

The high-tech antenna used in Israel's most sophisticated smart bomb has now been converted for civilian use, stowed into the lid of a briefcase.

The antenna forms part of the Bipsat portable satellite communications system, which can be used to send phone, fax or data messages via Inmarsat satellites. The system incorporates a notebook PC, hard disc, printer and communications software.

Although several other satellite transmitters and receivers are already available, their antennas usually have to be carefully aligned with the satellite - to within 2° - for messages to be sent and received.

Rafael, of Haifa, manufacturers of Bipsat, say the flat antenna gives a wider tolerance, making the equipment easier to use. Rafael: Israel, 4 795435.

Carrier bag that's very square

A revolution in carrier bags which involves cutting four holes in the plastic receptacle may sound unlikely. But the Saklok carrier, distributed by WBC Packaging of Tonbridge, Kent, believes it is exactly what is needed for carrying home a take-away pizza. Because the corners of the square box sit securely in the holes of the Saklok carrier, the pizza arrives home as it leaves the shop.

The bag can also be used for carrying cake boxes or trays of garden plants. WBC: UK, 0732 810611.



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Pakistan's general election, called to break prolonged political deadlock, has failed to produce the desired result.

Ms Benazir Bhutto, the former prime minister, has defeated her bitter rival and successor in office, Mr Mohammed Nawaz Sharif. But, with just 86 seats in the 217-member national assembly, her Pakistan People's Party lacks an overall majority and must seek other parties' support.

Ms Bhutto's margin of success seems too narrow to assure Pakistan of the stable government it needs if it is to solve its political, social and economic difficulties. As one senior former minister said yesterday, "A hung parliament is a political and economic disaster."

The main consolation is that the poll was completed with little of the bloodshed which often accompanies Pakistani elections; thanks to army supervision, it was also largely free of vote-rigging. The verdict therefore seems to be a true reflection of the people's wishes. The pity is that the result gives the winner a difficult hand to play.

Ms Bhutto's delicate position is the consequence of long-term army involvement in politics. Born out of the bloody partition of India, Pakistan has always lived in the threatening shadow of its huge neighbour. The army has dominated public life and military dictators have ruled Pakistan for 24 out of its 46 years in existence. Of its civilian prime ministers only one has completed a five-year term - Ms Bhutto's father, Zulfikar Ali Bhutto, the feudal landowner from the southern province of Sind.

Hopes were high that Ms Bhutto could follow his example when she first took power in 1988 after the death of the dictator General Zia Ul Haq. But the army and bureaucracy's refusal to co-operate, combined with her own mishandling of relations with the military and the president, Mr Ghulam Ishaq Khan, brought Ms Bhutto down in 1990. Mr Sharif, an industrialist hand-picked for government by the army, ran into the same trouble this year and was forced to resign by the generals.

Ms Bhutto's prospects of establishing power more firmly this time rely primarily on creating better relations with the army and with the bureaucracy headed by the president. She believes her chances are better because the generals are no longer as hostile as in 1988. The new army chief of staff,

A second bite at the apple

Stefan Wagstyl on Benazir Bhutto's election success



Associated Press
Benazir Bhutto: poll victory gives her a difficult hand to play

General Abdul Waheed, who took office in February, is considered relatively unpolitical.

Also, Mr Khan, the president who opposed her in 1988-90, was this year sacked by the army at the same time as Mr Sharif for his part in causing political chaos. A new president will be elected in polls in November. As Ms Bhutto said in a recent FT interview, "The [power] structure that was there has mercifully changed quite radically today".

However, what has not changed is the mutual hostility between her and Mr Sharif, whose Pakistan Muslim League (Nawaz) party (PML) will form the opposition. Their hostility to each other poisons the atmosphere and distorts decision-making. For example, both leaders promised voters constitutional amendments to reinforce the prime minister's powers. But Mr Sharif is now unlikely to co-operate in a move which would only strengthen Ms Bhutto.

Ms Bhutto's last government was also hampered by conflicts between the federal authorities in Islamabad and Punjab, the richest and most populous of the four provinces and the heart of Mr Sharif's power.

to ease a foreign exchange crisis caused partly by Mr Sharif's profligacy and by last year's floods. These have led to a slowdown in economic growth from an annual average of 6 per cent to just 3 per cent in the year to June 1993. Mr Qureshi's IMF-approved programme consists of devaluation combined with raising revenues by introducing agriculture taxes, clamping down on corruption, and squeezing tax dodgers, defaulters on loans from state banks and non-payers of utility bills.

Ms Bhutto pledges to continue with Mr Qureshi's programme, including the agriculture tax, though she has expressed reservations about his proposals for its implementation. But her conservative, landowner-dominated party may drag its feet on this and other measures. Many of Mr Qureshi's measures are implemented via ordinances which will lapse unless confirmed by the national assembly.

Public finances are burdened by military spending and debt repayments which together absorb about three-quarters of the budget. Since neither can be easily cut the chief route to stabilising public finances is through raising revenue, as Mr Qureshi has recognised. The hurdle is the belief of many politicians that the rewards of office include personal enrichment. This disregard for the law has given rise to a black economy estimated to be half the size of the official one.

It is difficult to see how Pakistan can generate enough funds for education, health and other social programmes without bringing more of the black economy into the tax net. Without better education, improved health and population control will be largely unachievable. Ms Bhutto's PPP is the self-proclaimed party of the poor; it remains to be seen whether they benefit from her rule.

As for international relations, Ms Bhutto sees rebuilding ties with the US as a top priority, including addressing Washington's complaints about alleged state terrorism, the nuclear programme and Pakistan's international isolation increased due to worry over its nuclear programme - a concern which prompted the US to cancel aid. Ms Bhutto says her first priorities now are promoting economic growth and ending

domestic pressures - such as a powerful pro-nuclear lobby.

Ms Bhutto says that with the elections over, she will fight the "battle for the progress of Pakistan". The danger is that she may be overwhelmed, as she was before, by the battle for progress in Islamabad.

Today Europe.

Wednesday 13 The World.

The FT Exporter is a quarterly review providing comprehensive, up to the minute news and information for exporters, including an exclusive Top 100 list of the UK's leading exporters.

It will provide expert analysis of export opportunities in China and Poland as well as insight into the cross-border trade implications of the GATT negotiations.

Mr Mickey Kantor, the United States' top trade official, gives his views on building links with Asia - and the risks for Europe if it does not do so.

There is also a users' guide to export finance, profiles on the most successful exporters and much more besides.

So if you're interested in the world of exports read the FT Exporter, published on Wednesday, October 13 with Europe's Business Newspaper.

FT Exporter.

FT. Because business is never black and white.

Joe Rogaly

The Tory jungle book



The Conservative party conference has not been a total shambles - so far. There is still the little matter of the prime minister's speech

this afternoon, but we have been trained to have low expectations of that. We are unlikely to be disappointed. If Mr John Major had his way the leader's speech would be billed as routine, not a matter of political life or death. As he is apt to remark, Lincoln received poor early notices.

Mr Major is painfully aware that he plays best in sitting-rooms; that he has not developed the knack of communicating from a remote platform to a large audience. Curiously, the same may be said of Mr Kenneth Clarke, the man got up by the press as the pretender, in private or talking informally to a small group. Mr Clarke is excellent: persuasive, open, unafraid to take any direct question. Give him a speech to read and his best friends will tell you that he lacks the musical ear, the knowledge of when to pause and when to emphasise, that mark the orator.

Unlike the prime minister, the chancellor does not know what to say. "Any enemy of John Major is an enemy of mine," he told the conference yesterday. Afterwards, briefing the media, he reminded us of the prime minister's remark, recorded here last week, that he would go into the jungle with Mr Clarke and not be afraid to turn his back. Not to be outside, the man who is safe in the jungle said that he, Clarke, would be unafraid to turn his back on Mr Major in the dark. The harsh truth is that when you have spent a week among the beasts of this

particular jungle, you wonder that they do not all wear double-thick suits of armour.

The affecting pair-bonding of the prime minister and his chancellor might offset some of the disunities that have marred the conference. The disparaging remarks about Mr Major attributed to Lady Thatcher have done the usual damage, but less than last time, which was less than the time before. Before too long there will be nothing left but a handbag in an empty hall.

Conscious of their role as a TV studio audience, the assembled party workers in Blackpool have exerted themselves to persuade us that the Tories are united. The trick does not always work.

Last year we witnessed a televised drama of a party in disarray, particularly when Lord Tebbit led his anti-Maastricht rabble into the chamber and directly challenged the prime minister.

This year every entrance of the prime minister, every reference to loyalty has been loudly applauded - only slightly less loudly, perhaps, than one speaker's attack on the media. Erecting a facade of unity is not the only purpose this year's conference is supposed to serve. Saving Mr Major's skin apart, the ambition has been to re-establish the Conservatives as the guardians of law and order and the least-worst managers of the economy.

On Wednesday Mr Michael Howard disgraced 14 years of Conservative failure to control crime and sought to appear tough without succumbing to the calls of one favoured speaker for flogging, hanging, castrating and permanently

incarcerating criminals. His proposals, some of them sensible, ignore the social causes of crime, and do little to reassure us that fewer women will be raped, fewer houses will be burgled, fewer cars robbed.

They merely position the Tories in a political marketplace that has moved rightwards. The price may be the wrongful conviction of a few unfortunate on the grounds that they did not or could not answer questions on arrest, but that appears to be regarded as a small price to pay.

Yesterday the chancellor sought to persuade the electorates that the hole the government is in is of foreign origin.

Michael Portillo has emerged as the Tom Cruise of the cabinet: absurdly young, and extremely dangerous

"The recession has affected the whole of the industrialised world," he protested. His purpose was to prepare party and public opinion for a budget and public spending package that is likely to be less stringent than

currently implied, while protecting the Conservative government from blame for getting the public finances into such a mess. He archly congratulated Lady Thatcher for her role in 1981, when tax increases were imposed in the name of sound money. The Tory tax bombsHELLS due to rain down on us next year, including the highly unpopular value added tax on domestic fuel, were three times credited to his predecessor.

In this way, blame for anything Mr Clarke may impose in November is minimised. The chancellor has amply demonstrated his skill at political discourse. We will be able to assess his skill at running the Treasury when he presents his budget and spending proposals in 53 days' time. Until then, write him down as the prime minister's best buddy.

Mr Michael Portillo, the chief secretary of the treasury could not be so designated. The mere mention of his name yesterday was greeted with foot-stamping applause. He is the Tom Cruise of the cabinet: absurdly young, and extremely dangerous.

Although he did not address the main conference, he continues to build his constituency on the right of the party, while behaving perfectly properly as a loyal member of Mr Major's team. At a fringe meeting last night he attacked "political correctness" and spoke up for the "decent majority". He appears to be a libertarian, although he does not wish the state to be neutral - he calls it amoral - in the signals sent out by its taxes, benefits and matrimonial laws. These should encourage family values, discipline and individual responsibility.

Mr Portillo sees a market for right-wing ideology in the 1990s. So Mr Douglas Hurd, who will doubtless be long retired when the young Cruise reaches the pinnacle of his career. The foreign secretary said last night that "we should not give the impression that we believe in permanent cultural revolution, in the style of Trotsky or Chairman Mao... We must show that we are not driven by ideology to question every function of the state..." Mr Hurd's words are closer than Mr Portillo's to the thoughts of the pragmatic Mr Major or one-national Mr Clarke.

The foreign secretary has the stature to resist the political correctness of the Tory right. Other speakers, even the Christian Democratic Mr David Hunt, have had to pepper their remarks with cheap anti-Europe shots. There have always been at least two kinds of Conservative, but establishing which is ascendant is better done out of office than in.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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Rescue culture needs law changes

From Mr Stuart D Hollander.

Sir, I am delighted that the vexed question of UK law in respect of insolvencies is beginning to get the airing it deserves in view of the many unnecessary receiverships which have robbed shareholders and creditors and weakened the UK's industrial base. Robert Rice's article "Towards a rescue culture" (October 5) is an enlightening contribution to the debate.

Whether or not the 1986 Insolvency Act is working depends on your definition of "working". As the article points out, the intent is not being fulfilled. This is particularly the case in rescues or recoveries, where the management is trying to turn round the company, but continues to be excluded along with the owners/shareholders by banks in pursuit of a quick run for their money.

This malpractice almost inevitably takes place at the time when the foundations of a turnaround have been laid. Such was the case in the recent demise of a quoted clothing group of which I was

chairman (Junkeld Group plc). I know we are not alone.

The article does not mention that the law permits a bank under the terms of its debenture to put its own short-term interests on the table and ignore recent investment by shareholders and the security of creditors.

These interested parties will have been encouraged by the bank's initial support for the refinancing process, the kernel of the "rescue culture", and possibly by its position as shareholder.

It must be in the interest of all those involved in the risk ventures necessary for the country's industrial success for legislators to give shareholders and creditors an opportunity to negotiate a less lethal attack than receivership, if, in their combined judgment, it is likely to lead to the successful continuation of the recovery.

The absence of that opportunity seems to be the essential difference between the American and British environments. "Mutual obligations" might provide a suitable framework within which the necessary

legislation could be developed.

The article did not refer to the fact that the use of the same company as both investigating accountants and receivers has, in many cases, increased the likelihood of the receivership route and the inherent conflict of interest the practice creates. This custom needs to be outlawed in the interests of objectivity and a "rescue culture".

I hope that the lessons learned from the current state of avoidable receiverships will be used by the authorities to amend the regime. This would help in the creation of the so-called "rescue culture" and should be designed to afford some protection, or at least sufficient time, for those brave enough under the current rules of the game to take on the responsibility of corporate rescue work.

Stuart D Hollander,
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Expanding company audits

From Mr George Lapsley.

Sir, The recommendation of the working party of the Institute of Chartered Accountants in England and Wales ("Confidence may have to review internal controls", October 2) relating to the proposed audit of internal financial controls adds fuel to the debate about the statutory obligations of companies to report to shareholders.

This emphasis on reviewing internal financial controls may well be justified and certainly accountants would welcome further statutory underpinning of their fee income. But what about other activities and operations in a company? Should there not be a statutory requirement to report on marketing, quality, product development, research and development, manufacturing? Are these not just as important to the health of a company as financial controls and possibly of even greater significance to shareholders and investors?

There must be many organisations with sound financial controls which face a difficult future because they do not have the right people or the right strategies.

Carefully these sorts of issues are of fundamental importance and need to be dealt with in annual reports in a manner which is meaningful while not giving undue commercial advantage to others. Perhaps non-executive directors should be playing a part? They may be the people to take responsibility for an independent "health check", reinforced by some statutory realignment of their responsibilities which also protects them with respect to other directors on the board.

My self-interest is evident, provided of course such "health checks" are undertaken by suitably qualified management consultants who are members of this institute. But such self-interest is no worse than that which prevails when the bodies that fulfil a statutory obligation are seen to influence its scope.

George Lapsley,
president,
Institute of Management Consultants,
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Rejecting the benchmark

From Mr Stuart Fowler.

Sir, Barry Riley is topical and accurate ("The time has come to cut Japan down to size", October 6) in reflecting the frustration felt by many managers of international equity portfolios with the high and fluctuating proportion of the total international market capitalisation that Japan represents, particularly when investing outside the US. However, pension fund trustees have heard this before and I believe they are shy of letting managers blame the benchmark for their performance.

The reason trustees are frustrated with managers' frustration is that they know two things about Japan which they find hard to reconcile. First, its valuation basis, by any measure, has altered radically in recent years (from boom to bust) would probably sum up most images of its recent stock market history. Second, with few exceptions, managers appear not to have altered their exposure to Japan significantly during this period. This observation is supported by the evidence of performance measurement universes on both sides of the Atlantic.

The absence of dynamic responses to changing country valuations is a form of "closet indexing". Because the majority of returns in an international equity portfolio are explained by country decisions regressions of randomly constructed portfolios since 1980

show over 80 per cent of portfolio variance is explained by country exposure, trustees may wonder whether they are paying an active fee for the wrong type of activity.

It is easy to exaggerate the effects of country concentration in an international portfolio. For instance, for a US-based international investor (for whom the Japanese decision is dominant) with as much as 20 per cent in non-US markets, the effect of holding the index with nothing in Japan compared with a full index weight would have been to reduce the volatility (standard deviation of annual returns) of the entire portfolio since 1973 by 0.1 per cent.

Compared with the lost opportunities from genuinely active management of the country exposure based on a sensible and consistent valuation discipline, excuses about the benchmark should cut no ice with trustees. Their best solution to the problem of assessing the short-term performance of managers lies in trying to understand what managers have done with their opportunities, a process in which the long-term benchmark should make only a small contribution.

Stuart Fowler
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Goode and bad

From Mr Roger Urwin.

Sir, There have been two letters recently (October 2 and 4) expressing the view that the Goode committee's proposals do not have any negative implications for pension funds' exposure to equities. It is asserted that derivative instruments can be used to "avoid a substantial shift away from equities" while giving sufficient protection against a fall in the market leading to a failure to satisfy minimum solvency standards.

We agree that derivatives will play an important part in providing this protection, but disagree that their use does not alter equity exposure. Derivative instruments used in this context simply provide a less transparent means to reduce equity exposure. This is clear when one considers that investors on the other side of the put option contracts involved would be selling equities.

Roger Urwin,
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Redgate, Surrey RH2 8PQ

FT assumes a comic outlook

From Mr Roger Cooper.
Sir, The battle of words reported by Observer ("Top of the pops", September 24) reminded me of my years in solitary confinement in Iran when there was all the time in

the world for an

FINANCIAL TIMES

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Friday October 8 1993

Mr González talks tough

MR FELIPE González appears to have changed tack. After weeks of fruitless negotiations with Spain's trade unions over proposed budget cuts, labour market reforms and wage ceilings, the Spanish prime minister declared this week that his minority government would try to impose the changes anyway. But whether Mr González can fulfil this threat, and make his reforms stick, is quite another matter. Tough words and confrontational actions may cheer the financial markets, but they will not necessarily deliver the fall in wage inflation upon which sustained recovery depends.

Mr González has reason to feel frustrated. The collapse of the hard exchange rate mechanism, the focus of his economic policy, has exposed the seriously depressed and distorted state of Spain's economy. But it has not yet prompted Spain's labour leaders to agree to the kind of reforms in the country's anachronistic and inflexible labour market upon which growth depends.

Wage inflation is the immediate problem. Despite Spain's persisting recession and an unemployment rate of 22 per cent, core price inflation is stuck at 5.5 per cent while wage inflation remains above 7 per cent. Slow growth and rising spending on public sector wages and benefits mean that the budget deficit will grow to 6.2 per cent of gross domestic product this year, once again outstripping last year's over-optimistic target. Meanwhile, these persistent wage pressures continue to persuade the Bank of Spain that keeping short-term interest rates in double figures is necessary, despite the devalued peseta's newfound stability. This is crushing domestic demand and adding to the government's budgetary woes.

At the root of the problem lies the restrictive nature of Spanish

labour market regulations. There may be a happy medium between over-regulated continental Europe and America's hire-and-fire culture, but Spain is very much at the regulated extreme. Its notice and severance pay requirements are restrictive even by European standards. The result, in addition to persistent wage pressure, has been a rise in the percentage of Spanish workers in unprotected temporary jobs, from 14.2 per cent in 1987 to 31.1 per cent in 1991, over twice as high as in any other OECD country.

At last, Spain has a government which appears willing to address these deficiencies. Last week, finance minister Pedro Solbes announced a plausibly tough budget, which projected a deficit of 5.7 per cent of GDP next year by assuming that the government could impose a civil service pay freeze and limit next year's pension increases. Meanwhile, Mr González says he will unilaterally push through a liberalisation of the hire-and-fire rules and a shift towards plant level bargaining.

But Mr González is playing a risky game. While looser labour laws are a necessary condition for renewed employment growth, the key to his budget and employment hopes is economic recovery. This means lower interest rates soon which, in turn, require a rapid moderation in wage inflation. But the British evidence does not suggest that either deregulation or a shift to plant-level bargaining will deliver lower wage inflation, certainly not when the reforms are first introduced. Back in August, Mr González was right to seek to negotiate a wage pact to cap average private and public sector wage inflation over the next three years. The wage pact remains the key to rapid interest rate cuts. It is too early to give up the search for consensus.

Securitisation

BRITAIN'S BANKS are showing strong interest in "securitisation". The process, common in the US, involves selling packages of mortgages, personal loans and the like to third-party investors in the form of bonds. Yesterday's £200m issue of securitised personal loans by Barclays Bank followed a £300m issue of mortgaged-backed loans by National Westminster last week.

It is easy to see the advantage to financial institutions of selling on their loans. Securitisation shifts the risk of default to the new investors, so freeing up capital which banks can use to make other loans. But is the process also beneficial to borrowers and the wider economy?

Some borrowers may experience an initial queasiness at the thought that the ultimate owner of their mortgage is not the high street bank from which they originally borrowed but an anonymous Belgian dentist or multinational oil company. Could the new owners jack up interest rates or take a tougher line in the case of arrears? Such concerns are unfounded. Under a typical securitisation deal, the original lender continues to manage the relationship with the borrower, and commits itself to treating securitised loans in exactly the same way as ordinary loans. A Barclays or a NatWest would have no incentive to crack

down especially hard on borrowers whose loans it had securitised as that would damage its reputation without enhancing profits.

Another concern is that securitisation may simply be a clever piece of financial engineering, artificially driven by regulation. The reason for being suspicious is that the banks' main motive for securitisation is to get loans off their balance sheets and hence avoid onerous capital adequacy requirements imposed by the Bank of England.

While it is impossible to dismiss this concern entirely, the Bank's capital adequacy requirements seem sufficiently flexible to avoid such capital market distortions.

Moreover, securitisation could

provide real macroeconomic benefits by promoting a more efficient capital market.

Traditionally, banks both originate loans and carry the risks associated with them. Investors, on the other hand, have no way of investing directly in mortgages or other personal loans. The best alternative is to invest in a bank, but that carries all sorts of other risks they may not wish to bear.

Securitisation allows banks to concentrate on originating loans and the ultimate investors to select more precisely the type of assets they wish to buy. The overall upshot could be lower capital costs and a greater pooling of risk.

All-Share changes

WHEN the FT-Actuaries All-Share index first saw the light of day in 1982, it contained sectors such as shipbuilding, rubber manufacturing and discount houses.

Thirty years later, the British economy has changed greatly, thanks to the growth of service industries, the decline of manufacturing, and the privatisation of utilities. The indices that carry the FT name have changed too, and from January 1994 they will change again with the introduction of such new industry sectors as gas distribution, medical ancillaries and support services.

The work of reclassification is huge. It has been accomplished largely as a result of a partnership cemented last year, between the Financial Times, the Institute and Faculty of Actuaries, and the London Stock Exchange. This agreement gives the FT-SSE 100, the All-Share and the rest of the shared family of indices a consistent set of rules, overseen by independent committees of market participants.

One of these groups, the FT-SSE Actuaries Industry Classification Committee, has carried the burden of re-assessing the industry sectors for the UK market.

They have achieved three significant improvements. First, each individual industry sector has been redefined to meet the activities of today's companies, rather than those of yesterday. Second,

In a secluded hotel outside Brussels, European Community finance ministers gather today for a strategy meeting that could also represent a session of revelatory group therapy. For the first time since the summer monetary crisis which led to the virtual collapse of the European exchange rate mechanism, the ministers will discuss what went wrong, and what happens next.

Although French and Belgian politicians have made intermittent statements blaming "Anglo-Saxon speculators" for the currency unrest, the public debate on the lessons of the July-August debacle has barely begun.

But in private, there has been plenty of hard thinking about the future of European monetary co-operation and the goal of economic and monetary union.

The question is whether the EC has the political will to chart a new course to restore confidence in the project for economic and monetary union - or whether European currencies will continue to drift apart. The emergency agreement on August 2 on wider 15 per cent fluctuation bands in the ERM brought the EC a breathing space after the successive currency upsets since autumn 1992.

Mr Helmut Kohl, the German chancellor, has forecast a slippage of "a year or two" in the Maastricht timetable. The Bonn government and the Bundesbank, however, maintain that the band widening leaves the EC fundamentally on track for the Maastricht aim of achieving Emu by 1997 at the earliest and 1999 at the latest. In spite of discomfort in Paris over the weakening of the French franc's link with the D-Mark, this view is backed by the French government.

Mr John Major, the UK prime minister, has struck a jarring note against the ECU plan has "all the quaintness of a rain dance and about the same potency" - a statement which has caused irritation in the EC Commission in Brussels.

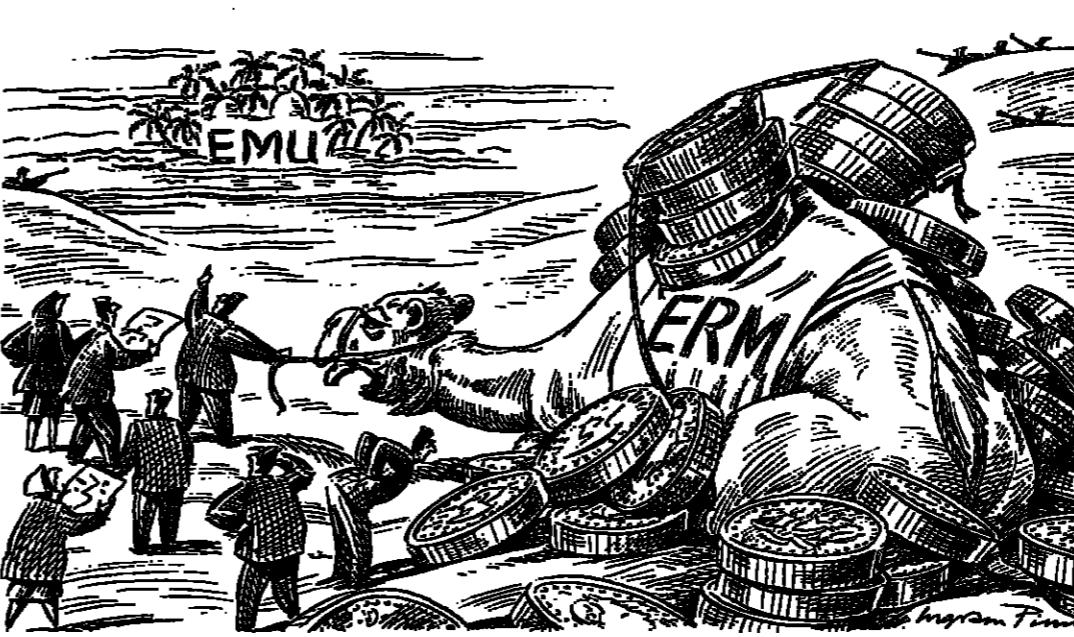
In some German business and financial circles, there is agreement with Mr Major's view that the Maastricht timetable is unrealistic - but this is a long way from the official line in Bonn.

One point seems to be undisputed: there will be no return to the old ERM, in which most currencies fluctuated around a 2½ per cent band, until the recession on the Continent has clearly come to an end. Earlier hopes of a progressive narrowing of the 15 per cent fluctuation bands by the end of the year have been quietly dropped.

Yet the common European interest in monetary stability should not be under-estimated. Most member states want to avoid competitive currency devaluations - shown by the way that ERM members have

A caravan lost in the sands

Hard thinking on prospects for European monetary union has begun, say Lionel Barber and David Marsh



not used their new-found flexibility during the last two months to lower their currencies significantly against the D-Mark.

Far less common ground exists on what might replace the old narrow-band ERM which was supposed to represent the route to Emu.

Mr Jacques Delors, the EC Commission president, has toyed with the idea of curbing currency speculation by placing exchange controls on speculative borrowing. His sentiments are fairly widely shared on the continent, but his suggestion has drawn criticism from the UK, and even the French government regards it as a non-runner.

Sir Leon Brittan, EC Commissioner for external affairs, has meanwhile urged states to stick to the Maastricht objectives but to make use of their greater exchange rate flexibility. He has called on countries such as France and Belgium to take advantage of the looser ERM arrangements to cut interest rates and promote economic recovery.

In Brussels, the Commission is pinning its hopes on the European Monetary Institute. It is to be set up on

January 1, 1994 - at the beginning of so-called "stage two" of Emu - as the forerunner of a future European Central Bank.

One idea circulating in Brussels

is that individual central banks should pool resources so the EMI can intervene to defend embattled currencies. This idea is, however, rejected by the Bundesbank, which wants to retain complete autonomy before the planned establishment of a fully-fledged EC central bank.

A broader goal of most EC governments is to use the EMI to help persuade the Bundesbank take other countries' economies into account when taking interest rate decisions.

Mr Felipe González,

the Spanish prime minister, said this week he hopes the EMI will ease the "frustrations" of having to wait "week by week" for the Bundesbank to lower interest rates.

So far, member states have failed to agree on the EMI's location or its president. EC leaders will try to break the deadlock at a special summit on October 29, when the Community is expected to place the EMI in Germany.

However sensitive the question of

where to site the EMI, the real issue is the drive by other EC members to draw the Bundesbank into a more formal system of monetary co-operation.

Much will depend on the state of the Franco-German alliance, which was badly bruised during the summer. Mr Horst Teltschik, former foreign policy adviser to Chancellor Kohl, and now a board member of the Munich-based BMW motor group, describes French requests for unlimited support for the franc during the monetary upset as irritating: "They sometimes confuse our interests with theirs."

One senior member of the Bundesbank council singled out for criticism Mr Edmond Alphandery, the French economics minister, over his much-publicised call in June for the Bundesbank to lower interest rates: "He is a beginner, and he made a beginner's mistakes."

France wanted to take advantage of Germany's perceived economic weakness caused by reunification to push for greater monetary co-operation.

The signs are that Paris has not abandoned this strategy.

In August, Mr Edouard Balladur,

the French prime minister, persuaded Mr Kohl to agree to a "convergence" programme which Brussels and Paris officials believe could pave the way for more institutionalised co-operation.

The immediate outlook, however, for progress along the path towards Emu appears gloomy. Three obstacles are apparent.

● Germany's own post-unit problems. Large fiscal transfers from west to east Germany - currently more than DM150bn a year - will be needed for at least another decade to maintain east German living standards. During this period of strain for the "anchor" economy in Europe, Germany is unlikely to be politically or economically ready to subsume its D-Mark into a single European currency.

● The diminishing chances that member states can meet the Maastricht convergence targets, set down as conditions for Emu. This year, general government deficits across the EC will average about 6 per cent of GDP - double the 3 per cent target set at Maastricht.

● The increasing temptation for European countries to see exchange rate flexibility as a means of solving economic problems. Britain, Italy, Sweden have shown that devaluation can be the clue to lowering interest rates and restoring modest economic growth.

France's position is crucial. It remains torn between its desire to maintain a tight link with the D-Mark and its need to engineer an economic recovery.

The Paris government's cautious monetary policy since August has allowed French long-term interest rates to fall again to German levels. France is hoping for a faster lowering of German interest rates next year, and a corresponding weakening of the D-Mark. But this is a gamble for the Balladur government as France heads towards the 1995 presidential elections.

The French strategy underlines how the Bundesbank remains the EC's supreme monetary arbiter. Mr Hans Tietmeyer, its new president, last week signalled that the central bank's policies would remain geared to Germany's economic priorities, not the rest of Europe.

Thus for all the ERM's new-found flexibility, the Bundesbank's anti-inflation stubbornness could still cause difficulties. Some EC Commission officials worry that members of the ERM "hard-core" such as France, Belgium and Denmark will be unable to maintain their recent currency stability unless they soon act to restore economic growth through more aggressive cuts in interest rates. If these cuts do not materialise, these Brussels officials believe, another currency upheaval could be in store - an event which could postpone Emu until the next century.

Palestine needs home-grown prosperity



With the signing of the PLO-Israeli agreement, the international community and the Israelis have acquired a big stake in the economic success of the Palestinians.

The initial response has been encouraging. The October 1 donors' conference in Washington garnered aid pledges of more than \$200m over the next five years, with about \$50m pledged for 1994. It was also agreed the World Bank would have the main responsibility for co-ordinating aid.

The aid numbers game is essential to focus the minds of the donors. But the aid effort will fail to foster sustained Palestinian economic development unless:

● the Palestinians manage their own economy, including establishing an agency to deal with the donors;

● aid does not exceed the Palestinian economy's capacity to absorb it;

● donors co-ordinate aid effectively

and there are rapid and visible improvements in economic conditions.

Not enough attention is being given to helping Palestinians develop a capacity to manage their own economy and rely on their own resources to finance development. A Palestinian economic administration will start by taking over the economic functions of the Israeli civil administration, now staffed by Palestinians with Israelis in upper management. Future Palestinian managers should begin working with the Israelis as soon as possible.

They need to be trained now to deal with the massive challenges of running and redesigning the system.

To avoid becoming too dependent on outside aid - a sure way of losing economic independence and eventually retarding economic growth - the Palestinians must develop their own sources of revenue.

They currently pay about 13 per cent of gross national product in taxes, half to the civil administration.

The Israeli-PLO agreement specifies that direct taxes in the territories be transferred to the Palestinian administration. They should

also receive the remaining revenues, which include customs duties. Both economic independence and responsible government spending are enhanced if revenues come from taxation rather than foreign aid.

The aid agencies, and the governments they represent, are powerful and could easily impose their priorities on the Palestinians. Thus the World Bank's estimate that the infrastructure needs of the next 10 years amount to \$300m is only one element of the calculation. But it would be surprising if much more than \$500m a year could be productively absorbed in the next few years.

In eastern Europe, competing aid agencies overextended the capacity of recipient governments and reduced the effectiveness of the aid effort. Donor governments in principle now recognise the need for aid co-operation. They need to agree on an overall total for general assistance, to divide the total among them, and to select an agency to deliver the aid with appropriate conditionality. They also need to avoid an unseemly scramble for

projects. The World Bank could handle both parts of the co-operation task. It remains to be seen if governments permit it to do so.

There is an urgent need for short-term financial assistance that produces visible improvements for Palestinians. Labour-intensive projects, improving roads and sewers and housing, can get under way within months.

For the longer term, the economic policies of the Palestinian entity are more important than the amount of aid it receives. With free trade and economic co-operation with its neighbours, access to European and US markets, a well-designed aid programme, the Palestinian economy can gradually become economically independent and generate the prosperity that can sustain peace.

Stanley Fischer

The author is professor of economics at the Massachusetts Institute of Technology and was formerly vice-president and chief economist at the World Bank.

OBSERVER



Never say never

EC finance ministers meeting today near Brussels to ponder the aftermath of the summer ERM crisis should have packed their history books.

For there is a strong sense of déjà vu imparted by that early August communiqué announcing that member states would be widening "temporarily" the bands within which their currencies fluctuate. In September 1981, when Britain left the gold standard, Downing Street explained that the Bank of England would "suspend for the time being" its obligation to stand by for sterling sterling for gold.

Forty years later, it was Richard Nixon's turn to tell his country that he had decided to "suspend temporarily" the dollar's convertibility into gold. In his celebrated TV broadcast of August 1971, Nixon also demonstrated that French politicians were not the only ones to vent their spleen on the market when the going gets rough. The US president blamed "international money speculators" for the dollar's woes. "Because they thrive on crises, they help to create them," he argued.

It was a similar story the next year, when Anthony Barber, the UK chancellor, announced that sterling was pulling out as "a temporary measure" from the ERM's forerunner, the currency

snake. Sterling then stayed out of Europe's currency arrangements until the fateful decision to enter the ERM in October 1990.

Ministers today will be hoping that August's suspension of the narrow-band ERM does not turn out to be as permanent as the "temporary" steps of yesteryear.

Way out

■ Has trade minister Richard Neesham hit on a

Friday October 8 1993

Rühe calls for new Nato partnership with Russia

By Quentin Peel in Bonn

A CALL for the Nato alliance to develop a "new strategic partnership" with Russia to meet Moscow's security interests came yesterday from Mr Volker Rühe, the German defence minister.

In a speech reflecting growing western concern at the pressure on Mr Boris Yeltsin, the Russian president, from his own military establishment, Mr Rühe told senior officers of the armed forces: "We will only achieve stability with Russia, not against it."

His statement amounts to a retreat from his earlier position, in which he stressed the need for rapid enlargement of Nato membership to include Poland and other central European countries - to the obvious anger of the Russian military.

Mr Rühe repeated his call for a "transfer of stability" by the Nato alliance to the east, linked to extension of the European integration process to include east European countries.

"Preventive crisis management

means for us Germans above all extending the zone of stability in the west as far as possible to the east," he told officers' annual meeting in Mainz. "Germany has no interest in remaining the eastern frontier state of the western zone of prosperity. We are the ones who feel the effects of instability in the east most immediately."

This time, however, Mr Rühe stressed the need to take account of Russia's security interests. "Russia will not and must not be excluded from the European [integration] process," he said.

It is striving for a new strategic partnership with Nato and a political-economic partnership with the European Community. "We must take into account the extremely difficult situation of the forces for reform in Russia," he said.

His stance reflects western analysis that Mr Yeltsin has been forced to bow to Russian military pressure on several occasions recently, twice in letters to Nato allies, in order to ensure military support in his confrontation with

the Russian parliament.

The Russian leader sent a personal letter to government leaders in the US, Britain, France and Germany warning against an expansion of Nato to the east, without taking account of Russian security concerns.

He has also sought to raise the ceilings on its forces in the Caucasus region, or breach the terms of the conventional forces disarmament treaty with the west.

Another sign seen as an ominous indication of military influence in Moscow was the army's free hand in supporting Abkhazian rebels in Georgia, in spite of the fact that Russia was supposed to be an impartial arbiter in the conflict there.

Mr Rühe has run into sharp criticism in Germany and Poland over earlier calls for rapid Nato membership, and also for joint Polish-German military exercises.

The more careful tone in his latest policy statement appears to indicate that concern about the military influence in Moscow has now reached the planning stage of the armed forces.

US airlines must wait to compete in Europe

By Andrew Hill in Brussels

EUROPEAN Community airlines and telecommunications groups must be given time to grow stronger before the European market can be opened to full outside competition, according to the EC's competition commissioner.

In a speech due to be delivered in Washington last night, Mr Karel Van Miert said that although the EC was pledged to liberalisation in both sectors, it would not improve competition to give US companies immediate access to the European market.

Instead, he said EC airlines and telecoms companies should be allowed to "grow strong" within a liberalised internal EC market.

In the text of his speech - released in Brussels ahead of last night's address at the European Institute Club - Mr Van Miert pointed out that US airline companies "grew strong on the back of the world's largest and still protected market". EC air transport and telecoms companies deserved an equal chance to become competitive.

As the EC's transport commissioner until January this year, Mr Van Miert helped persuade EC member states to liberalise the Community's air transport market. Under the "open skies" programme, which came into force on January 1, airlines are allowed to set fares at any level, and EC carriers can compete on routes previously dominated by national airlines.

The text of last night's speech underlined his continued concern about discrimination in the air transport market. He said the US would have to treat EC airlines in the same way as it treated its own before US carriers would be granted access to Community markets. The Community approach "is not a competitive free-for-all that could lead to ruinous competition".

Mr Van Miert said he also wanted to end the "popular misconception [in the US] that a large part of industry in Europe is either publicly owned or publicly controlled" and that it benefits from unfair state support.

Such a misconception soured commercial relationships between the US and the EC, he said, particularly when state-owned EC companies wanted to make acquisitions in the US market.

THE LEX COLUMN

Clarke's conundrum

The abolition of purdah has not made it easy to discern what Mr Kenneth Clarke actually plans for his budget in November. Yesterday's conference speech, with its emphasis on spending restraint, looked more a rallying call than anything else. Mr Clarke has already said there is no room for cutting spending below the totals already proposed. But he was hardly gushing in his enthusiasm for higher taxes either. The suspicion remains that tightening in November will be kept to a minimum.

With financial markets in their present mood this may not matter much in the short run, especially since the recovery appears strong enough to reduce the PSBR below the Treasury's forecast of £50bn. One risk is that this could delude Mr Clarke into thinking there is no need for much action in November. He could then find himself having to address the structural part of the deficit much closer to the next election.

Another risk is that over-hasty tax increases would reduce the pressure for more desirable spending cuts. But some perks like mortgage interest relief and universal child benefit look ripe for reconsideration. Offsetting such change with lower interest rates could make the recovery more sustainable. Since the full benefit of rate cuts would not be passed on to mortgage borrowers, growth would be less dependent on consumers. Investment and, assuming a modest decline in sterling, exports would be stimulated instead. And Mr Clarke did say at the outset that he wanted to be a pro-business chancellor.

Securitisation

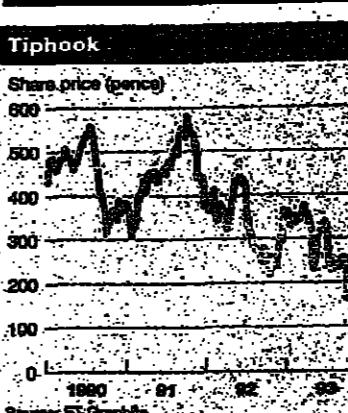
It is no coincidence that Barclays and National Westminster should launch asset-backed bond issues in the space of two weeks. The Accounting Standards Board was brought on side earlier in the year, clearing a potential obstacle to this method of taking loans off balance sheet. After a period of doubt prompted by the travails of issuers such as National Home Loans and Leyland Daf, investors have also recovered a thirst for bonds backed by mortgages and other loans. New issue spreads have narrowed as a result, presenting the banks with an opportunity to raise cheaper funds.

Even so, clearing banks could still satisfy their aspirations of autonomy while retaining the power of the centre to levy and redistribute taxes.

Some ministers fear that if Mr Yeltsin continues to insist on delaying presidential elections until next June, the prolonged pre-election period will again freeze reforms and result in expensive promises.

In the two months before the election scheduled for December 11-12, economic changes will be confined mainly to bringing the budget deficit under control.

FT-SE Index: 3092.4 (-8.4)



Source: FT Graph

the prices achievable for forthcoming issues. But maximisation of revenue is not the government's sole priority. It has broader aims to encourage wider share ownership and develop France's securities markets. Moreover, it could reckon that what it loses now can be made up later, in the same way as the UK government achieved a strong price for the third tranche of BT shares.

The trouble with this theory is that investors may prove smarter than the government anticipates. Of necessity, the privatisation programme has had to be front-loaded with attractive assets most likely to appeal to foreign fund managers. The government, though, may receive a nasty shock if it subsequently aims for fatter prices on less appealing propositions like Bull and Air France.

Tiphook

Tiphook's sunny disposition has let it down once more. Less than six months ago the company was cheerfully brushing away worries that it might breach its banking covenants. Now those limits stand at risk and gearing is likely to exceed the level allowed by the company's articles of association.

While neither bank is under immediate pressure to raise capital, testing the water now might pay off later if loan demand recovers in line with the economy. Even if capital remains plentiful there is virtue in keeping the loan book balanced between different types of risk. Having expanded in commercial property lending in the 1980s, Barclays in particular will appreciate the danger of having too many eggs in one basket.

French privatisation

Whether BNP's offer price is objectively cheap or not, both French private investors and international fund managers clearly seem to think so. The scramble for BNP's shares will help create a suitably frenetic psychological climate. Tax benefits and loyalty shares will provide more material incentives for domestic investors. Foreign fund managers may grumble they have been unable to buy meaningful shareholdings. But it was always the government's intention to treat them mean and keep them keen for subsequent issues.

The French government is either being astonishingly naive or extremely sophisticated in this approach. Arguably, giving away too much premium now will only depress the French market. The French government is either being astonishingly naive or extremely sophisticated in this approach. Arguably, giving away too much premium now will only depress the French market. The French government is either being astonishingly naive or extremely sophisticated in this approach. Arguably, giving away too much premium now will only depress the French market.

UK chancellor backs Major and warns of tough Budget

By Philip Stephens, Political Editor, in London

MR KENNETH CLARKE, the UK chancellor of the exchequer, offered unequivocal backing for Mr John Major's leadership yesterday after keeping open the option of tax increases in his November Budget.

As Mr Major prepared for his most important speech of his three-year premiership at the end of the Conservatives' annual conference today, Mr Clarke dismissed speculation that he is poised on the threshold of 10 Downing Street.

The chancellor, containing a threatened conference rebellion against the imposition of value added tax on domestic fuel, declared: "Any enemy of John Major is an enemy of mine. Any enemy of John Major is an enemy of the Conservative party."

Mr Major managed yesterday to shrug off the appearance on the platform of his predecessor, Lady Thatcher. He is now left with an opportunity to start rebuilding his authority in his

closing conference speech today. Lady Thatcher has dominated headlines in British newspapers this week with criticism of her successor in her forthcoming memoirs.

With Mr Clarke warning of a tough Budget and dissident Tory MPs threatening to rebel against any further tax increases, few of the prime minister's cabinet colleagues judged the threat to his leadership had disappeared.

In a robust but less than inspirational performance, Mr Clarke hinted that VAT on fuel could be imposed at the full 17.5 per cent from next April. The present plan is for implementation in two stages - at 8 per cent in 1994 and 17.5 per cent in 1995.

He delivered a relatively upbeat assessment of prospects for sustaining the present economic recovery, and said the priority was to curb public borrowing. "The Conservative party is the party of sound money or it is nothing." He added that it had been a mistake to phase in VAT on fuel rather than impose it immediately.

Mr Clarke said it was "extremely difficult" to compensate that group.

Satellite TV under threat

Continued from Page 1

Mr George Eriksson, a senior executive of the MPEAA, commented: "It is a very serious problem".

The satellite industry believes the cards are being manufactured in Bochum in Germany.

Mr John Spencer, UK marketing director of GI, the US electronics company which has been monitoring the pirate decoders

believes the VideoCrypt being used by BSkyB is being routinely broken by the pirates.

But in a cat-and-mouse game with millions of pounds at stake BSkyB is changing its signal when it thinks the threat from a particular illicit card has become unacceptable.

"Two weeks ago they (BSkyB) changed their signal. It was only a couple of days before new cards were available," said Mr Spencer.

Russia prepares reforms

Continued from Page 1

"I am in favour of simultaneous presidential and parliamentary elections in December," Mr Fyodorov said, "partly because it would be less expensive and partly because it would give the president a better chance to win."

In the two months before the election scheduled for December 11-12, economic changes will be confined mainly to bringing the budget deficit under control.

Europe today

Winds from the south will occur between low pressure in extreme western Europe and high pressure over the far eastern part of the continent. There will be showers near a lingering front from Italy to Russia dividing cool from warm air. Heavy rain, up to 50-90mm, is expected along the southern Alps. Further north along the front, clouds will prevail but showers will be isolated. However, heavy rain will fall near the front in southern Finland. Rain will be scattered across western Europe, especially in western France and southern France where the steepest rain will occur. Rain will affect northern Portugal as well. Elsewhere on the Iberian peninsula, it will be dry but relatively cool.

Five-day forecast

Low pressure will persist over the far west of Europe. A series of fronts with showers will arrive from the Atlantic over Portugal, western France, and most of the British Isles. In

Germany, Austria and the former Yugoslavia, heavier outbreaks of rain are possible on Saturday. Most sunshine will occur in southeastern and eastern Europe, including western Russia. Temperatures will be unusually high in the east.

TODAY'S TEMPERATURES

Maximum: Belfast fair 13

Celje sun 25

Cardiff shower 14

Chicago cloudy 22

Cologne cloudy 16

D' Salain fair 28

Dakar cloudy 30

Dubai fair 24

Dublin shower 19

Dubrovnik cloudy 26

Egypt sun 28

Faroe fair 14

Faro fair 21

Florence sun 25

Glasgow shower 17

Gibraltar sun 28

Glasgow shower 19

Hamburg fair 18

Helsinki sun 20

Hiroshima sun 24

Hong Kong sun 24

Iceland sun 25

Istanbul sun 24

Jersey sun 26

Kiev sun 24

Kuala Lumpur sun 25

Kuwait sun 25

Lagos sun 25

Las Palmas sun 25

Lisbon shower 16

London shower 16

Luxembourg cloudy 15

Lyon sun 25

Madrid sun 25

Mallorca sun 25

Milan sun 25

Montreal sun 10

Monaco sun 25

Montevideo sun 25

Montreal sun 25

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INSIDE

Revised sectors for FT-SE share indices

From January 1994, a revised industry classification will apply to the FT-Actuaries All-Sector Index and other FT-SE UK indices. The changes are evolutionary, not revolutionary: there are now 40 industrial sectors, instead of the previous 35, and many All-Sector companies will appear in new sectors. A breakdown of the new classification appears on Page 37. Companies affected, Page 27. Editorial comment, Page 19.

Allianz reveals top holdings

Allianz's decision to disclose its holdings of 10 per cent or more in financial and industrial companies has been hailed as a milestone in the history of the Munich-based insurer. Page 22.

US roll of 'worst' performers

IBM, RJR Nabisco and Bethlehem Steel were named yesterday as being among the financially worst performing large companies in the US. Page 23.

Queries after Laidlaw departure

The abrupt departure of the chief executive of Laidlaw, the North American waste services and school bus operator, raises a question mark over the Ontario-based company's 28 per cent stake in ADT, the international security services and vehicle auction group. Page 23.

Boost for Lloyds Chemists

Acquisitions helped to boost annual profits and sales at Lloyds Chemists which yesterday reported a 40 per cent increase in the annual pre-tax return to £49.7m (£75m). Page 26.

Russia hits back at EC curbs

Russia has told the European Commission, which has imposed curbs on Russian aluminium imports, that it is prepared to cut its exports only if western producers undertake similar "self-restrictions". Page 36.

Nordic forestry in sector drift

FORESTRY INDEX

Year	Index Value
1988	100
1989	110
1990	125
1991	100
1992	130
1993	110

Over the past year few sectors of European industry have performed as well as Nordic forestry. During the past few weeks, however, shares in most of the region's pulp and paper groups have been drifting because of disappointment that the hoped-for market upturn has not materialised. Back Page

Market Statistics

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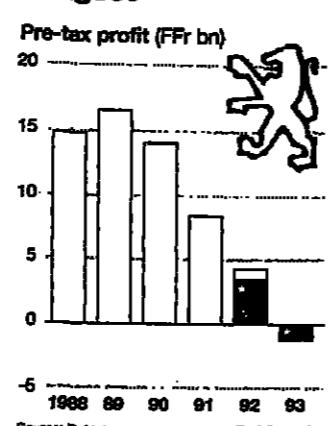
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Chief price changes yesterday

PHARMACUT (DMG)		Soc Source Fr		768		+ 14	
Miles	22	Worms Co	319	+ 49			
Anches Mch	1288	+ 23	Falls				
Colgate Kouren	1265	+ 40					
GEHE	4305	+ 25	C Pex France	1185	- 27		
Schering	1020	+ 16	Interactions	520	- 26		
Merck (Duss)	620	- 16					
Merck (US)	3245.5	+ 12.5	Paris Recept	473	- 14.4		
NEW YORK (\$)							
Miles	44	+ 1	Gloss				
Liberty Media	28	+ 14	Micro Ceramic	800	+ 79		
Telle	28	+ 4	Hakimchi	540	+ 40		
Compa	27	- 16	Hakim Motor	787	+ 28		
JC Penney	45%	- 16	Tokai Floor	583	+ 59		
Sears Recept	58%	- 14					
PARIS (FFM)							
Miles	22	+ 17	Hakim Sakay	2100	+ 200		
Foto Lynette	22	+ 17	Santyo	2630	+ 130		
New York prices at 12.30pm.							
LONDON (Pence)							
Miles	83	+ 4	Automated Sec	122	- 7		
Abreyest	52	+ 3	Campan Int'l	63	- 49		
Alder Day	92	+ 7	Elan	258	- 11		
Amcor	22	+ 7	Gifford	41	- 3		
Blended Tops	22	+ 14	Hedgehog Inds	88	- 4		
Boddington	274	+ 14	Hops & Hill	106	- 8		
Drew Scott	85	+ 5	Hunting Tech	473	- 23		
Europcar Hdg	120	+ 15	Marin Int'l	49	- 38		
Liquid Chars	224	+ 12	Micro Focus	1610	- 7		
Monstar Utd	580	+ 38	Satoway	168	- 7		
Monstar Thorsen	278	+ 12	Tiphook	169	- 70		
Merck (Nord)	55	+ 17	Wheess	230	- 20		
New York prices at 12.30pm.							

Peugeot



By David Buchan in Paris

PEUGEOT-CITROEN plunged into a net loss of FF1.32bn (\$193m) in the first half of this year, the French car group announced yesterday. It said there was no sign of a pick-up in demand.

The first-half loss compared with a FF2.3bn net profit in the first six months of 1992, and a FF1.37bn profit for the year. The car group blamed the sharp deterioration on the 17.3 per cent drop in west European car demand in the first half of this year and the effects of currency devaluations in Britain, Italy and Spain.

The adverse effect of currency

variations between the first halves amounted to FF1.33bn. Without this factor, the results would have showed a slight profit, Peugeot claimed.

Forecasting an industry decline of 16 per cent in sales in Europe this year, Peugeot said it would "significantly" reduce output in the remaining months of this year by short-time working and more permanent redundancies "which is no longer possible to delay further".

The group, headed by Mr Jacques Calvet, has long criticised the European Commission for giving Japanese carmakers too free a run in the European market. Yesterday's statement complained that the Japanese had

increased by nearly 1 percentage point their share of the European market.

However, the group noted it had maintained its 11.9 per cent portion of the west European market in the first half, gaining market share in the UK and Germany. It pinned hopes on the newly-launched Peugeot 306 and the Citroen Xantia.

Group turnover fell 11.4 per cent in the first half, less than the general industry decline. The company said the decline was only 7.1 per cent if the effects of currency devaluations, reducing the return in franc terms of UK, Italian and Spanish sales, were factored out.

The downturn caused a deteriora-

tion in the group's cash flow to FF45bn in the first half of this year from FF7.8bn in the same period of 1992.

But this enabled the group to cover 88 per cent of its FF10bn investment in plant and equipment in the first six months of this year, with net financial debt standing at FF17.5bn at June 30, 1993.

Peugeot's results compare with rival French carmaker Renault, which in August saw interim profits plunge almost 90 per cent to FF730m from FF85.4bn in the same period a year ago.

At the time Renault warned that it saw "no sign of recovery in the European market for cars and commercial vehicles".

Roche's sales surge in quarter

By Ian Rodger in Zurich

ROCHE Holding, which has just surpassed Merck of the US to become the world's most highly valued pharmaceuticals group, has reported an 11 per cent rise in sales in the first nine months of the year, to SF10.7bn (\$7.5bn).

The figures reflect an 18 per cent surge in sales in the third quarter, more than double the growth rates in the first and second quarters.

The Basle-based group expects

a "further good increase" in sales in the fourth quarter adding: "Barring extraordinary circumstances, another significant increase in group profit is expected for the current year."

Roche shares, both the widely held "genusschein", or dividend right certificates, and the more closely held bearers, have more than doubled in value in the past year, bucking the trend of investors losing enthusiasm for pharmaceuticals shares because of increased political pressure on drug prices.

Yesterday's midday prices valued Roche at SF152.3bn. At Wednesday's close in New York, Merck, the largest US drug group, was valued at \$34.35bn, or SF48.9bn. Glaxo, the UK's biggest banks, at SF1.9bn (\$300m).

INTERNATIONAL COMPANIES AND FINANCE

Philips sells video chain to Blockbuster for \$150m

By Ronald van de Krol
in Amsterdam

PHILIPS of the Netherlands is to sell all its 430 video and music retail stores in the US to Blockbuster, the US video rental and retail group, for \$150m.

The Dutch electronics group, which owns about 7.5 per cent of Blockbuster's share capital, said that its shareholding could rise to about 10.5 per cent if Blockbuster decided to pay for the stores with its own shares.

However, Blockbuster, the world's biggest video retailer, may choose to pay cash or in both cash and shares. The deal is expected to be completed by the end of next

month. Philips said the disposal reflected the dominance of the US market by a handful of large companies such as Blockbuster, which operates more than 3,250 video rental shops, most of them in the US. Philips said it had no plans to sell off the stores in the Netherlands and Belgium, where Super Club is the market leader.

Philips, one of Europe's few remaining producers of video cassette recorders, televisions and compact disc players, has been trying in recent years to gain control of retail channels for software such as CDs and video cassettes.

The company said the US disposal did not mark a set-back because it remained closely involved in the US retail market through its investment in the Blockbuster group.

loss-making. The European market is more fragmented than that of the US, and Philips said it had no plans to sell off the stores in the Netherlands and Belgium, where Super Club is the market leader.

The 430 stores being sold belong to Philips' Super Club subsidiary, and they account for about three quarters of Super Club's annual turnover of \$1.85bn (£465m).

After the sale, Super Club will consist of 320 video rental shops in the Netherlands and Belgium.

The US stores are profitable, but those in the Benelux are

Central bank acts on Ferruzzi deadlock

By Robert Graham
in Rome

THE BANK OF ITALY is attempting to help break the deadlock between the administrators of the collapsed Ferruzzi-Montedison group and the creditor banks over proposals to call a temporary moratorium on debt service payments.

Banks service payments are reportedly in the region of L130bn (\$61.81m) a month. Mr Guido Rossi, the chief administrator of Ferruzzi-Montedison, is seeking a moratorium of at least until the end of the year in order to launch a rescue plan for Italy's second largest private group.

This is being opposed strongly by the 100 odd foreign banks. Without an agreement there is a risk of one or several of the banks pressing for bankruptcy proceedings. At the end of last May the Ferruzzi group had outstanding debts of £28.06bn. Of this sum foreign banks account for £6.50bn.

Representatives of the 300 foreign and Italian banks are due to meet at the Bank of Italy in Rome today. This is likely to be one of the last opportunities to hammer out a common approach to rescuing Ferruzzi-Montedison in advance of October 14.

Ferruzzi Finanziaria (Ferfin), the principal holding company, is then due to approve its half-year results. These results were not approved at a board meeting on September 30 because the extent of losses was liable to alter substantially, depending on the nature of the agreement with the creditor banks.

The Bank of Italy yesterday was careful to point out it had not formally called the meeting but was merely acting as a neutral host.

However, a senior Italian banker said the central bank would be deploying its powers of 'moral persuasion'. Previously the Bank of Italy had hosted a meeting between the creditors and Ferruzzi-Montedison at its Milan offices. The choice of Rome underlines the venue's importance.

Allianz disclosure helps clear fog

David Waller writes on the unveiling of the insurer's financial might

ALLIANZ'S decision to disclose its holdings of 10 per cent or more in financial and industrial companies is a milestone in the history of the Munich-based insurer.

The significance of the move lies in what was disclosed - large stakes in 11 German financial and industrial companies and five foreign ones - and because the disclosure was made at all.

It serves to flesh out the contours of Allianz's role as a dominant force in German corporate and financial life, a position the company shares with the Deutsche Bank, Germany's biggest bank. It demonstrates the shareholdings that cross-crop corporate Germany.

There has never been any doubt about Allianz's financial might. Its portfolio of investments was worth DM184bn (\$10.6bn) at book value alone at the end of last year. As Mr Emilio Galli-Zugaro, the group's Italian press officer, likes to joke, this would be enough to settle his home country's national debt.

Some of the bigger equity holdings have been known for some time. For example, the 25 per cent stake in Münchener Rückversicherung, the world's largest reinsurance company, 22 per cent in Dresdner Bank, Germany's second biggest bank, and more than 20 per cent in the Bayerische Hypo- und Volksbank, another large bank.

The size of other stakes

Premium income at Allianz is likely to rise by 14 per cent this year to DM62.5bn (\$36.5bn), Mr Henning Schulte-Noelle, the group's chief executive told Wednesday's shareholders' meeting, writes David Waller.

At the same time, the level of losses on the group's mainstream insurance activities - the so-called technical result - was set to fall from the 1992 level, he said.

Total profits, which include earnings in interest income as well as the technical result, would increase in 1993. Last year net profits dropped by 18 per cent to DM857.9bn while the technical result was DM1.68bn, fractionally lower than in the previous year.

Barring unforeseen catastrophes in the final months of the year, this would probably enable Allianz to pay the same level of dividend as last year, Mr Schulte-Noelle said. The 1992 dividend was DM12.50 per share.

could previously only be

sures anyway. new securities market legislation to be introduced in Germany next year is likely to set a 5 per cent threshold for disclosure of share stakes, compared with 20-25 per cent at present.

That is not to underestimate the new chief executive's break with the past in releasing the information. Many big German companies are reluctant to make such disclosures. Siemens revealed two large holdings last month only after it lost a court case brought against it by Professor Ekkehard Wenger, a well-known champion of shareholders' rights. (One of those holdings was a 3 per cent stake in Allianz.)

Mr Wenger had intended to pursue Allianz in the courts as well but was silenced by Mr Schulte-Noelle's decision.

Allianz's decision to provide more information is not an iso-

lated act. It has to be seen in the context of moves by a number of large companies to enhance their disclosures to shareholders.

The most obvious example was Daimler-Benz's move to publish its accounts according to US Generally Accepted Accounting Principles (US GAAP), a precondition of the much-breaking listing of its shares on the New York stock exchange earlier this week.

German banks have also taken steps to bring standards of disclosure up to what Mr Hilmar Kopper, Deutsche Bank's chief executive, has jokingly described as the standards of the "civilised" (ie non-German) world.

German corporates are increasingly keen to engage in investor relations activities. This was brought home again this week as retailer Kaufhof Holding announced plans to establish a sponsored American depositary receipt programme for its shares in New York, thus becoming only the second non-financial German company to woo US investors in this way.

These developments show a decisive, if not all-pervasive, shift in the attitude of the management of big German companies to minority shareholders - predominantly the foreign institutional investors whose interests have not tended to be paramount in German corporate decision-making.

BAe plans sale of Dutch unit

By Ronald van de Krol
in Amsterdam

BRITISH Aerospace has agreed in principle to sell Ballast Nedam, its Dutch-based construction subsidiary, to the Dutch dredging company Boskalis for around F150m (£63m).

The transaction is effectively a reverse takeover, since Ballast Nedam is more than twice as large as Boskalis in terms of turnover.

Boskalis, the world's leading dredger, will finance part of the acquisition through a F130m share issue. It gave no details but said the tie-up with Ballast Nedam was expected to lead to higher earnings per share, provided that market conditions remained stable.

The deal ends a period of uncertainty about the future of the Dutch construction company. BAe is disposing of the business to help restructure and focus on core activities.

Last month, Ballast Nedam and Boskalis disclosed that they were looking into "possibilities of co-operation", including the option of a full equity link-up. Earlier, Ballast Nedam had attempted to arrange a flotation, but BAe objected, prompting the Dutch company's chairman to resign.

The sale to Boskalis, which is listed, will fulfil Ballast Nedam's hopes of gaining access to the Amsterdam stock exchange.

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Trebruk buys Polish paper group

By Christopher Bobinski
in Warsaw

TREBRUK, a Swedish paper producer, yesterday took over Poland's heavily indebted Kostrzyn pulp and paper manufacturer for 300,000 zlotys (£40).

The Swedish group will take over a 190m zloty debt which is to be repaid in annual tranches over the next three years. It has promised to invest \$5m in the plant.

Last summer, a number of local creditors agreed to waive Kostrzyn 275m zlotys worth of debts to make the sale possible.

Trebruk's investment funding for Kostrzyn is to come from a \$3m loan from the

European Bank for Reconstruction and Development (EBRD) of which at least \$7m will be syndicated to Polish and foreign commercial banks.

The EBRD financing is conditional on the raising of a further \$20m by Trebruk from the Nordic Environment Finance Corporation and other investors.

Trebruk is planning to quadruple output at the Kostrzyn plant on the Oder river, 70km from Berlin, to increase exports to the EC, Mr Olli Grunberg, the company's chairman said yesterday.

In 1988, Kostrzyn produced 68,000 tonnes of paper compared to 169,000 tonnes of paper produced in that year at

Kwidzyn, the most modern Polish mill which was sold last year for \$17.5m to the International Paper Company of the US.

The deal leaves several more paper companies to be sold including the Kielce paper works.

The Polish government was advised on the privatisation of the sector by Hambro's Bank until the end of June this year when Hambro's contract was not renewed.

• Schroders, which earlier this year advised the Polish government on the privatisation of the Wielkopolski Bank Kredytowy, has established a wholly-owned subsidiary in Poland.

Company classifications alter

By Maggie Urry in London

A COMPREHENSIVE review of the companies and sectors which make up the FT-SE Actuaries Share Indices has been undertaken for the first time since 1970.

As a result 303 companies have been reclassified and a number of new economic groups, industry sectors and sub-sectors created.

The new system will take effect from January 4, replacing two existing classification methods, the FT-SE Actuaries and Stock Exchange indices.

Mr Nicholas Fitzpatrick, a partner of Bacon & Woodrow,

the actuaries, who chaired the classification committee which drew up the new model, said the system was universally accepted by fund managers and the committee was keen to preserve its authority.

He said it is intended to provide a service to investors by grouping companies together in homogeneous industry sectors and sub-sectors.

Companies were informed of their new classifications by letter yesterday. RTZ, Rank Organisation and Inchcape, three large companies thought to be unhappy about the new sectors to which they have been assigned, each said yes.

Today they were considering the implications of their moves before commenting.

For the first time, the rules on which classification decisions are made have been published. Companies are placed in sub-sectors on the basis of the derivation of published, audited profits. The rules say "no changes in industry classification will be made on the basis of promises of action or assertions by directors".

All 2,375 listed and US-quoted companies have been piecemealed.

Editorial comment, Page 19; Companies affected, Page 27; New classifications, Back Page

Matra lifted by Taiwan ruling

MATRA-Hachette, the French defence electronics and media group, yesterday announced that its 1993 results should benefit from the successful conclusion of a Taiwan legal case over damages for the delay in construction of the Taipei metro, writes Alice Rawsthorn in Paris.

Mr Jean-Luc Lagardere, chairman, had previously predicted significantly higher net profits for Matra-Hachette in 1993 over 1992, when it made FF7.354m (£61m).

Yesterday the group said the Taipei department of transport was obliged to pay damages of \$37m.

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Registration number 01/042926

DIVIDEND NO. 135 ON SHARE WARRANTS TO BE PAID

Pursuant to the notice published on 8th September 1993 holders of share warrants to bearer are informed that payment of the above dividend will be made at the rate of exchange of 1 rand equals 18.151340p on or after 25th October 1993 upon surrender of coupon no. 136 to Barclays Bank Plc, Stock Exchange Services Department, 168 Fenchurch Street, London EC3P 3HP.

Amount per share UK Currency 17.2632

Gross amount of dividend declared Less: South African Non-Resident Shareholders' Tax @ 12.36%

2.1397

Amount payable where a UK or Ireland Revenue declaration is lodged with coupons

15.1295

Less: United Kingdom Income Tax @ 7.64% on the gross dividend (See notes 1 & 2 below)

1.3189

Amount payable where coupons are lodged without a UK or Ireland Revenue declaration

13.8106

Coupons must be listed on forms obtainable from Barclays Bank Plc and deposited for examination on any week-day (Saturday excepted) at least seven clear days before payment is required.

Johannesburg Consolidated Investment Company (London), Limited

3-4 Holborn Circus London EC1N 2HB 8th October 1993

NOTES:

(1) The gross amount of the dividend for use for United Kingdom Income and Surplus purposes is 17.2632p.

(2) Under the Double Taxation Agreement between the United Kingdom and South Africa, South African Non-Resident Shareholders' Tax @ 12.36% on the dividend is allowable as a credit against the United Kingdom Tax payable in respect of the dividend. The deduction of tax at the reduced rate of 7.64% instead of at the standard rate of 20% represents an allowance of credit at the rate of 12.36% in respect of South African Non-Resident Shareholders' Tax.

The special resolution passed at the combined general meeting has been lodged with the Registrar of Companies for registration.

The listing of 9,000,000 new Beatrix ordinary shares to be issued by Beatrix to Buffelsfontein ordinary shareholders will commence on the Johannesburg Stock Exchange and on the International Stock Exchange of the United Kingdom and the Republic of Ireland Limited, with effect from the commencement of business on Monday, 11 October 1993.

Share certificates in respect of new Beatrix ordinary shares will be posted by certified mail in South Africa and by first class mail in the United Kingdom, to Buffelsfontein ordinary shareholders entitled thereto, on Monday, 11 October 1993.

Where applicable, cheques or bankers drafts in respect of monies due on the sale of fractional entitlements to new Beatrix ordinary shares will be posted by certified mail in South Africa and by first class mail in the United Kingdom, to Buffelsfontein ordinary shareholders entitled thereto, on Monday, 11 October 1993.

Johannesburg 8 October 1993

ABBEY NATIONAL TREASURY SERVICES PLC (FORMERLY ABBEY NATIONAL BUILDING SOCIETY) £42,000,000 AMORTISING SUBORDINATED FLOATING RATE SERIAL NOTES DUE 1997

In accordance with the provisions of the Notes, notice is hereby given as follows:

* Interest period: October 5th, 1993 to January 5th, 1994

INTERNATIONAL COMPANIES AND FINANCE

Laidlaw's ADT stake in questionBy Bernard Simon
in Toronto

THE ABRUPT departure of the chief executive of Laidlaw, the North American waste services and school bus operator, has raised a question mark over the Ontario-based company's stake in ADT, the international security services and vehicle auction group.

Laidlaw is the biggest single shareholder in ADT, with a stake of 24 per cent. Analysts predicted yesterday that the ADT investment will be an early candidate for disposal as part of the shake-up which is expected to follow the installation of a new CEO.

Mr Donald Jackson, 49, who has been chief executive for almost four years, will submit his resignation at a

board meeting on October 13. His departure follows what the company described as "differences of opinion concerning Laidlaw's strategic direction". A spokesman declined to give further details, beyond saying that Mr Jackson has returned to his native province of Alberta for a few days.

A successor will be named after next week's meeting, indicating that someone has already been chosen. Laidlaw is 47 per cent owned by Canadian Pacific, the Montreal-based transport and resources conglomerate.

News of Mr Jackson's departure was generally welcomed in the investment community.

"I don't think anyone is going to be disappointed that he's leaving," one New York analyst said. "It is uncertain how ever, whether the review will

around the edges without cutting into anything." Laidlaw's share price edged up 12 cents to C\$8.18 in early trading on the Toronto stock exchange yesterday.

Mr Jackson earlier this year described Laidlaw's stake in ADT, which was acquired under his predecessor Mr Michael DeGroote, as a "portfolio investment".

ADT's businesses are completely different to Laidlaw's, which has reinforced speculation that the Canadian company will be willing to part with its ADT shares.

The new CEO is also expected to review Laidlaw's relations with Attwoods, the UK-based solid waste handler in which it has a 35 per cent interest. It is uncertain how ever, whether the review will

result in the sale of the Attwoods stake or closer links between the two companies. Laidlaw is the third biggest solid waste and recycling operator in the US, while Attwoods ranks fourth.

Laidlaw was one of Canada's fastest-growing companies in the 1980s, but has suffered in recent years from the slump in the North American waste management business and the legacy of its earlier rapid expansion. It suffered a US\$63.6m loss in the three months to May 31, including a \$120m write-down on its solid waste business.

Fourth-quarter earnings are due to be published after next week's board meeting. One analyst predicted that the company will do little better than break even.

ITT to build resort complex in Las Vegas

By Martin Dickson

ITT, the conglomerate which owns the Sheraton hotel chain, said that it planned to build a \$1bn, 5,000-room resort complex in the Nevada gambling city of Las Vegas on land being bought from Mr Kirk Kerkorian, the billionaire investor.

The resort, to be built in phases over a decade, would be on a 35-acre site next to the Desert Inn.

Sheraton bought the site for around \$160m from Mr Kerkorian last June.

ITT has been making a push into the booming US gambling industry. At the time of the Desert Inn deal, Mr Rand Araskog, the group's chairman, said that the group wanted to build a "tremendous showplace" in Las Vegas to rival the city's biggest and most profitable resorts.

Mr Araskog said that the company was undaunted by the fact that several competitors were gearing up to open new theme resorts in the desert city.

The 5,000 rooms envisaged for the ITT resort would match the number at a \$1bn hotel-casino being built in Las Vegas by MGM Grand, which has claimed that this will be the world's largest hotel.

Liberty Media shares surge

By Martin Dickson

SHARES in Liberty Media, a cable television programming company, rose strongly yesterday amid Wall Street speculation that its former parent, Tele-Communications Inc, was in discussions to buy back the business.

Such a move could have important repercussions on the takeover battle for Paramount Communications, since QVC Network, the television home shopping company making a hostile \$9.5bn bid for Paramount, is 22.5 per cent owned by Liberty.

The re-acquisition would thus thrust TCI, a large and well-financed company, much

more directly into the battle for Paramount, and could give additional muscle to the bid by QVC, which is substantially smaller than Paramount.

The QVC bid is contending against a smaller, \$7.5bn agreed bid for Paramount from Viacom, the cable television company best known for its MTV pop music channel.

No comment was immediately available from TCI on the rumours surrounding Liberty, though the speculation could be useful to the two companies in testing Wall Street attitudes to such a deal.

The role of TCI in the Paramount bid is already a matter of some controversy. Viacom

has launched a legal suit seeking to block the QVC bid, alleging it is the latest in a series of efforts to monopolise the cable industry by Mr John Malone, who is president of TCI and also heads Liberty.

TCI says the suit is frivolous but Viacom has also been suggesting the QVC offer could face problems in Washington with anti-trust regulators.

TCI spun off Liberty in 1991, in part to deflect political criticism that TCI was too powerful.

At lunchtime in New York, shares in Liberty stood \$1.25 higher at \$23.50, on top of a rise of almost 6 per cent on Wednesday.

Corning issues earnings warning

By Martin Dickson

CORNING, the US glass and high technology group, warned that its third-quarter results were falling short of expectations and earnings before special charges could be 10 per cent lower than last year's \$3 cents a share.

The company intended to expand its previously announced restructuring charges to cover the cost of reducing assets and overhead expenses. The charge would total some \$130m.

Mr James Houghton, the chairman, also said: "Earnings before unusual items for the full year are currently not expected to reach last year's level of \$1.65 a share."

"The principal shortfall," he added, "has been in the consumer products business and other cyclically sensitive businesses, especially in Europe."

In addition, the group's MedPath healthcare related business had seen a slowdown in its rate of growth in recent months.

However, the group was enjoying a continuing strong performance in the optical fibre business and improved operating earnings in information display, science products and pharmaceutical services.

Earnings from equity interests were also expected to improve over last year.

He added that the group was aggressively responding by getting its cost structure better aligned with current business conditions.

Corning expects to release its results on October 19.

**REPUBLIC OF POLAND
MINISTER OF PRIVATIZATION
INVITATION TO BID****TELZAS Ltd.**

Minister of Privatization, acting on behalf of the State Treasury, in accordance with Article 23 of the Law dated July 13, 1990 on the Privatization of State-Owned Enterprises, issues an invitation to bid all qualified parties interested in the purchase of no less than 10% of shares in the above named company.

In accordance with Art. 24 of the Law on the Privatization of State-Owned Enterprises, up to 20% of the shares of Telzas Ltd. will be offered to its employees on a preferential basis.

Telzas Ltd. located in Szczecinek, produces power supply equipment for public telecommunications. It is the only manufacturer of such equipment located in Poland and Central and Eastern Europe. Total sales in 1992 were PLZ 82.5 billion.

The deadline for submission of offers to the Capital Privatization Department of the Ministry of Privatization will be 4 p.m. November 4, 1993.

An Information Memorandum about the Company will be sent after signing a letter of confidentiality.

Interested parties should contact one of the Advisors of the Ministry of Privatization:

Capital Investment Department
ul. Przemysłowa-Hałdówka 8A
ul. Dluga 1, 31-147 Kraków
tel. (4812) 21-56-37, 22-08-57, fax (4812) 22-08-57

Contact persons: Miroslaw Sikora, Anita Doroba

or:
ABN-AMRO Polish Financial Advisory Services
ul. Pruszkowska 17 suite 812
02-119 Warsaw
tel. (4822) 22-82-34, 22-82-35, fax (4822) 22-22-24

Contact persons: Steven Arkfeld, Aleksander Lubowski

Minister of Privatization reserves the right to prolong the deadline for the submission of offers or to cancel this invitation if it is for benefit of the Ministry or the Company.

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per annum. Interest payable on

8 April 1994 will amount to

US\$126.39 per US\$1,000 note
and US\$2,517.78 per

US\$100,000 note.

Agent: Morgan Guaranty

Trust Company

JPMorgan

**THE IRISH
PERMANENT
BUILDING SOCIETY**

\$100,000,000
Floating rate notes 1998

Notice is hereby given that for

the interest period 6 October 1993 to 6 January 1994 the notes

will carry an interest rate of

6.2375% per annum. Interest

payable on 8 April 1994 will

amount to \$157.22 per \$1,000

note and \$1,572.19 per

\$100,000 note.

Agent: Morgan Guaranty

Trust Company

JPMorgan

Weather helps sales of top US retailers

By Karen Zagor in New York

COOLER weather in September drove US customers into stores and helped lift same-store sales for many of the bigger US groups.

Sears, Roebuck, the Chicago-based department store group,

maintained its position as one of the best performers in comparable store sales in the five weeks to October 2.

Wal-Mart, the nation's top-selling retailer, notched up a 9 per cent rise in same-store sales for the month of September. Same-store sales for its Sam's Clubs, however, fell 4 per cent. In August, when comparable club sales dropped 7 per cent, the company blamed "cannibalisation" in many of the Sam's markets, as well as distillation in key merchandise categories for the erosion.

Kmart, the discount store and specialty retailer, recorded a 7.2 per cent rise in its domestic general merchandise stores, while overall, same-store sales grew a more modest 3.9 per cent.

May Department Stores reported a 7.1 per cent rise in its main department store division in a store-for-store basis.

Woolworth reversed its recent misfortune by posting a 1.4 per cent rise in domestic comparable store sales in September. In August, comparable store sales fell 2.6 per cent after a 3.3 per cent decline in July.

J.C. Penney attributed the 4.6 per cent improvement in its comparable store sales for September to cool weather in the Northwest and Northeast regions.

In contrast, Federated's chairman and chief executive blamed warm weather early in the month for weak sales of its autumn season women's clothing.

Federated's comparable stores sales fell 0.7 per cent in the month. The company added that September sales were measured against an unusual autumn season in 1992 when South Florida sales were bolstered by post-hurricane buying.

'Poor performers' list gives ammunition to institutions

By Martin Dickson in New York

INTERNATIONAL Business Machines, RJR Nabisco and Bethlehem Steel were named yesterday as being among the financially worst performing large US companies in a survey which will provide powerful ammunition to institutional investors involved in America's fast-growing corporate governance movement.

The information is meant to be used by funds in deciding their attitude towards individual companies on corporate governance issues.

Ms Anne Hansen, deputy director of the council, stressed yesterday that 50 companies did not form a council-appointed

"hit list".

Some large US institutional investors already have their own computer-generated financial screens which identify poorly performing companies.

The council's list is designed to disseminate such information much more widely, among funds which could not afford to gather this data on their own.

Other companies near the bottom of the list include Borden, the foods group, the New York Times publishing company and Black & Decker, the tools business.

An unusual feature of the document is its belief that a board should be composed of people "who reflect diversity of experience, gender, race and age".

The list is an example of the increasing sophistication of the

corporate governance movement in targeting poorly performing companies.

Institutions have also been given more power to launch concerted action against problem companies by the Securities and Exchange Commission, which a year ago changed its rules to allow easier communication among investors.

However, in a change of tactics over the past year or two, shareholder activists have been seeking more to negotiate change with companies in private, before attacking them head-on with proxy contests.

A further demonstration of growing investor sophistication came this week with the release by TIAA-CREF, the US teacher's fund which is the world's largest pension system, of a comprehensive set of corporate governance principles.

The fund believes this may be the first all-inclusive document of its kind in the investment industry and it has sent copies to all 1,500 companies in which it holds

shares.

An unusual feature of the

document is its belief that a board should be composed of people "who reflect diversity of experience, gender, race and age".

Abbott Laboratories 15% ahead

By Richard Waters in New York

ABBOTT Laboratories, the US drug and healthcare group, met market expectations in the third quarter with a 15 per cent growth in earnings per share to 38 cents, from 33 cents a year ago.

Sales advanced by 4.7 per cent to just over \$2bn in the

quarter, with sales of drugs and nutritional products showing the strongest growth.

International sales, held back by

the strong US dollar, grew by

less than 1 per cent, to \$765m.

Future sales are likely to be

boosted by Food and Drug

INTERNATIONAL COMPANIES AND FINANCE

Fall in markka helps Outokumpu back to the black

By Hugh Carnegy in Stockholm

THIS year's steep fall in the markka helped Outokumpu, the Finnish state-owned mining and metals group, to a FM133m (\$23m) profit before extraordinary items in the first eight months of the year, a sharp turnaround from a loss of FM62m in the same period last year.

But Mr Jyrki Juusela, chief executive, warned that metals markets were in worse shape than had been predicted earlier in the year. "In this market situation, a continued positive development of the result depends on the impact of measures taken to enhance efficiency and on improved competitiveness due to exchange rate movements," he said.

Group sales, at FM10.5bn, were ahead 29 per cent compared with last year's FM8.15bn. Operating profits grew even more strongly, rising to FM76m from FM384m. Profits after extraordinary items were FM391m, against a

loss last time of FM62m, due to a debt restructuring in Spain.

Sales were up in all four main divisions - base metals, copper, stainless steel and technology products. But the growth in base metals sales from FM2.5bn to FM3.07bn was inflated by the inclusion of OM Group of the US, now 96 per cent owned by Outokumpu, but which it intends to sell.

Outokumpu, 57.5 per cent owned by the Finnish government, postponed the planned sale of OM group earlier this year because of poor market conditions. But it said it now intended to complete the sale, by public offering to US investors, by the end of this year. The sale is expected to raise up to \$170m.

Despite low prices, particularly for nickel and zinc, and losses in both base metals and copper divisions, Outokumpu said it had begun work on a FM1.8bn programme to modernise and expand its copper smelter and nickel production line at Harjavalta in Finland.

Hopewell to lift dividend after 25% advance in net

By Simon Davies in Hong Kong

HOPEWELL Holdings, the Hong Kong property and infrastructure group controlled by Mr Gordon Wu, yesterday announced a 25 per cent increase in net profit to HK\$2.6bn (US\$172.5m) for the year ended June, up from HK\$2.12bn previously.

The growth in profits came primarily from the sale of investment properties, which contributed HK\$2.1bn to operating profit compared with HK\$516m last time.

Hopewell plans to increase its dividend to 34 cents a share from 30 cents.

The group has been selling properties to fund its push into China and south-east Asia. Phase one of its Guangzhou-Shenzhen superhighway is due to open at the end of the year. The company plans to develop

Gordon Wu: growth due to investment property sales

properties on sites adjacent to the road, and construct a second stretch from Guangzhou to the Macao border.

Hopewell plans to float off its power interests as a separately listed company.

Swedish forestry groups plan to merge

By Christopher Brown-Humes in Stockholm

ASSI and Domän, two state-owned Swedish forestry groups, yesterday announced plans to form Sweden's fourth largest pulp and paper company through a merger.

The government said it favoured the move in principle, noting that the combined group would be stronger and easier to privatise, but has taken no final decision.

It would be one of three state-owned groups, alongside the power group Vattenfall and the pharmaceutical company Procordia, which could be sold off next year.

Assi and Domän have combined sales of nearly SKr13bn (\$1.6bn) and employ 11,000 staff, 4,000 of them outside Sweden. The aim is to effect a fusion from the start of next year, 52 years after the companies were split apart and after 30 years of on-off merger talks.

The two companies have no overlapping activities, and together would form a financially strong group with an equity/assets ratio of some 80 per cent.

Domän is Sweden's biggest forestry owner, with 3.4m hectares of land, and its biggest sawmill owner, with a capacity of 800,000 cu metres a year.

Assi, which acquires 35 per cent of its wood from Domän, is predominantly a packaging group, producing 1m tons of packaging paper and board a year, and 640,000 tons of corrugated board and boxes.

It has operations in eight European countries, excluding Sweden.

Assi and Domän said they might eventually be interested in bidding for NCB, another forestry group which is majority-owned by the state, but they stressed there were no ongoing talks.

• Forvaltnings AB Ratos, the investment group, has sold its shareholding in AB Industrivarden for a total of SKr840m. The stake, about 10 per cent of Industrivarden's capital, was bought by a number of Swedish and foreign investors.

Caribbean groups look north for investors

Jamaica and Trinidad and Tobago can now trade in ADRs, reports Canute James

THE progressive deregulation of the economies and the financial markets in Trinidad and Tobago and Jamaica has triggered a second wave of corporate forays into foreign territory.

The state-run Trinidad and Tobago Unit Trust has been granted permission by the US Securities and Exchange Commission to seek investments through US dollar-denominated portfolios. And the SEC has given the go-ahead for Jamaica's privately owned Ciboney hotels group to trade its shares through American depositary receipts on the US over-the-counter market.

"This will allow local and US investors to place in their investment portfolio a US dollar-denominated security sponsored by a Trinidad and Tobago entity, but operating under the strict surveillance and supervision of the US regulatory system," according to Mr Henry Sealey, executive director of the United Trust.

Ciboney owns 90 per cent of the Ciboney Radisson Hotel and 34 per cent of Sandals Ocho Rios Hotel, two of Jamaica's larger holiday resorts. The group turned in after-tax profits of \$77m (US\$3.46m) for nine months ended February 1993, against a profit of \$12m a year earlier.

It is perhaps the giant step towards creating in Trinidad and Tobago a dynamic and flexible financial institutional network necessary for the establishment of the country as the financial centre of

the Caribbean," Mr Sealey said.

Jamaica's Ciboney has jumped into the US over-the-counter market with an issue of depositary receipts that will allow the company's shares to be traded in the US. The receipts will be issued by Citi-

that the company would eventually consider.

"Although trading will take place on the over-the-counter market, Ciboney can apply, in due course, for listing on a US stock exchange, and the depositary receipt registration is a natural step in this direction," he said.

Mr Alexander said Ciboney, which is listed on the Jamaican stock exchange, had 13,000 shareholders, and the "broad-based public ownership" was conducive to "vibrant" trading of depositary receipts.

According to Citibank, trading in depositary receipts in the US in 1991 was valued at US\$91.1bn, representing 4 per cent of the value of trading on the New York Stock Exchange, Amex and Nasdaq.

Battle for Australian dairy group hots up

By Nikki Tait in Sydney

THE BATTLE for control of Associated Dairies, the Victoria-based dairy products company, intensified yesterday, with Queensland's QUF Industries saying it was prepared to improve its offer to A\$2.97 a share. It had previously offered A\$2.95, valuing its target at A\$72m (US\$46.4m).

QUF said its move followed advice that Australian Co-Operative Foods, a rival suitor, was increasing its bid to A\$2.98 from A\$2.85. QUF also said it had held further talks with the Trade Practices Commission, and expects a favourable recommendation next week.

The takeover battle follows a spate of consolidations in Australia's dairy industry. Estimates suggest QUF will control about 24.5 per cent of the dairy market nationally if it gains control of Associated Dairies, against 27 per cent for National Foods which recently won control of United Dairies. Australian Co-Operative has a 22 per cent market share.

• Applications for shares in

Austoft Holdings, the sugar cane manufacturer being floated on the Australian stock market by its UK-based parent, BM Group, have closed early, the issue being oversubscribed.

BM Group, the engineering company engaged in a programme of disposals and debt reduction, announced plans to float off Austoft at the start of September. Lists for the 39.7m Austoft shares on offer opened three weeks ago, and were due to close on October 15. Austoft shares are being sold at A\$1

each, raising almost A\$40m.

• George Weston Foods, the bakers and biscuits company which is part of the Associated British Foods group, yesterday reported an after-tax profit of A\$52.4m for the year ended July, compared with a A\$49.7m surplus last time. Sales rose from A\$869.5m to A\$1.026bn.

Weston said that the bread industry had remained very competitive in the second half of the year, but that profits in this division, as in the cakes and biscuits, had been helped by new products.

Investment gains enable Orkla to move into profit

By Christopher Brown-Humes

this year had realised gains of NKR230m. Investment activities contributed NKR202m to the pre-tax result, compared with a NKR72m loss last year.

Operating revenues rose to NKR11.28bn from NKR10.99bn, while operating profits increased by 12 per cent to NKR62m from NKR59m.

Branded consumer goods lifted operating profits by 5 per cent to NKR65m, despite strong competition and little growth in the Norwegian groceries market.

This announcement appears as a matter of record only.

NEW ISSUE

7th October, 1993



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COMPANY NEWS: UK

Advance to £49.7m helped by full-year contribution from Macarthy Lloyds Chemists ahead 40%

By Peggy Hollinger

ACQUISITIONS helped boost annual profits and sales at Lloyds Chemists, the acquisitive retailer and healthcare wholesaler which yesterday reported a 40 per cent increase in the pre-tax result to £49.7m. The shares closed 15p up at 284p.

Sales were 58 per cent higher at £802m for the year to June 30. This was mainly because of the inclusion for the first full year of Macarthy, the drugs wholesaler acquired in March 1992 for £92.5m, and other pharmaceutical and veterinary drugs supply companies.

Mr Allen Lloyd, chairman, said the year had been "very successful", with progress in all divisions. He stressed the organic growth achieved by Lloyds, particularly in the wholesale distribution division. The profits increase had been achieved, he said, after a 26.3m government clawback on the discounts given on generic drugs, and amid the "most difficult trading conditions in the company's history".

While optimistic about growth in the current year, Mr Lloyd stressed that the group would move ahead at a slower rate. Like-for-like sales in the first 13 weeks were 6 per cent up in the chemists division, 3 per cent ahead in drugstores, and flat in the healthcare chain Holland and Barrett.

Barclay Pharmaceuticals increased turnover by 49 per cent to £503m and overall, the



Allen Lloyd (left) with Peter Lloyd, chief executive and Dick Steele, finance director

pharmaceuticals division increased sales by 63 per cent to £583m. Pre-tax profits were £34.4m, higher at £11.4m.

The retail division, which includes the core chemists chain, the Holland & Barrett shops and Supersaver drug stores, showed a 44.5 per cent profit rise to £44.5m. Sales were up 33.5 per cent at £569m.

Veterinary sales rose by 24.7m to £49.2m and profits from £38.000 to £21m.

The interim dividend was increased from 4p to 5.25p for a total of 7.25p (5.55p). Fully diluted earnings per share rose by 13 per cent to 26.84p.

• COMMENT

Focus on the short term and Lloyds looks like a winner. There is more margin improve-

ment to come from acquisitions and the wholesale division is growing impressively. Further out, however, one has to question the potential for Lloyds' core chemists business, with little prospect of price improvements, and a significant number of mature stores.

Government restrictions will

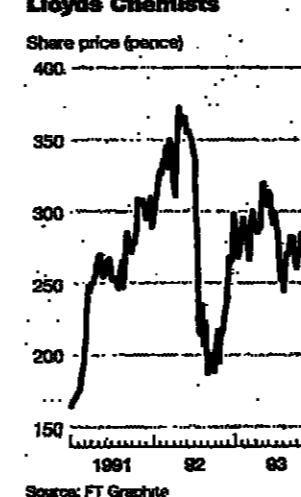
crimp outlet expansion and the group seems to have

snapped up most of the attractive chains. Lloyds will also

have to watch out for the inevitable counter-attack in whole-saling from giants AAH and UniChem. Forecasts are for pre-tax profits of £56m, leaving a prospective p/e of 2.6 times.

While there is likely to be room for improvement in the short term, the attraction may fade in the longer term.

Lloyds Chemists



Source: FT Graphite

Ferranti warns of higher losses

By Paul Taylor

FIRST-HALF losses at Ferranti International, the struggling electronics group, are likely to be higher than in the corresponding period last year, Mr Eugene Anderson, chairman, warned yesterday.

Mr Anderson told shareholders attending an extraordinary meeting, called under Companies Act requirements because its net assets had fallen to less than half its £96.8m share capital, that it was too soon to report on the performance for the half year to September 30.

However, he added, "we will incur another loss during the period which will almost certainly be larger than the comparable loss last year".

In the 1992 period Ferranti, which came close to collapse following the 1989 discovery of huge fraud in International Signal and Control, its US subsidiary, managed to reduce its interim pre-tax losses to £10.9m.

Mr Anderson, who was brought in to try and turn Ferranti around following the ISC fraud, told shareholders that despite the technical requirement to call the meeting, the board recommended that no action should be taken to implement a reduction in capital at this time.

Instead, he said the company would continue to focus on its priorities of strengthening the balance sheet by equity injection or through strategic partnership while seeking to win new orders.

"Liquidity continues to be painfully tight, making supplier relationships more difficult", Mr Anderson said. He added that "to alleviate this problem we have continued to seek an equity injection or a strategic partnership".

Although the chairman said the group had continued to be successful in winning new orders and ended August with an order book of £178m and outstanding bids for £274m of new business, he said the group was still waiting for confirmation of several large orders.

The shareholders, who met in London, overwhelmingly supported the proposal, although some were critical of the management's performance.

as part of his campaign to transform Lonrho into a more open and conventional company, in the hope that this would rebuild the confidence of institutional investors in its shares.

However, the meeting refused to ratify the appointments. One of Mr Bock's advisers said that Mr Rowland had insisted that all the executive directors should meet Mr Walls and Mr Harper before the decision is taken.

"He [Mr Bock] was shocked", the adviser said. "But the outcome should not be seen as victory for Tiny. It was a draw".

Mr Rowland has been opposed to non-executive appointments since the "straight eight" directors tried unsuccessfully to remove him

in 1973. Lonrho's current board consists of 12 executives.

Lonrho put out a terse one sentence statement after the meeting, which lasted all morning, saying that "the board resolved to announce the appointment of two non-executive independent directors by October 19".

Though the statement does not name either Mr Walls or Mr Harper, Mr Bock remains confident they will be appointed. He is planning to push through other radical changes in the coming months, including a reduction in the number of executives on the board, the appointment of one or two further non-executives and a cut in head office staff.

Mr Rowland is expected to resist some of these changes.

Rowland pressure forces delay to Lonrho plans

By Robert Peston and Roland Rudd

THE APPOINTMENT of Lonrho's first non-executive directors for 1993 was yesterday postponed for 12 days, as a result of pressure from Mr Tiny Rowland, the international trading company's joint chairman.

Mr Dieter Bock, the other joint chairman, told shareholders attending an extraordinary meeting, called under Companies Act requirements because its net assets had fallen to less than half its £96.8m share capital, that it was too soon to report on the performance for the half year to September 30.

However, he added, "we will incur another loss during the period which will almost certainly be larger than the comparable loss last year".

In the 1992 period Ferranti, which came close to collapse following the 1989 discovery of huge fraud in International Signal and Control, its US subsidiary, managed to reduce its interim pre-tax losses to £10.9m.

Mr Anderson, who was brought in to try and turn Ferranti around following the ISC fraud, told shareholders that despite the technical requirement to call the meeting, the board recommended that no action should be taken to implement a reduction in capital at this time.

Instead, he said the company would continue to focus on its priorities of strengthening the balance sheet by equity injection or through strategic partnership while seeking to win new orders.

"Liquidity continues to be painfully tight, making supplier relationships more difficult", Mr Anderson said. He added that "to alleviate this problem we have continued to seek an equity injection or a strategic partnership".

Although the chairman said the group had continued to be successful in winning new orders and ended August with an order book of £178m and outstanding bids for £274m of new business, he said the group was still waiting for confirmation of several large orders.

The shareholders, who met in London, overwhelmingly supported the proposal, although some were critical of the management's performance.

ing to replace these with higher margin sales of cased bottles, some branded and some "own label".

Mr Stirrat added that "there was a bit of a decline in our export bulk shipments with the balance being pressure on the cased business". He said trading would continue to be tough next year.

Bulk exports had fallen 23 per cent with average prices falling 34 per cent. Cased sales rose 21 per cent and average prices fell 7 per cent.

Operating profits fell to £9.6m (£12.5m).

Interest charges fell from £2.1m to £1.54m reflecting the

funds raised from the flotation which hit the balance sheet part way through the comparative period.

Gearing now stood at 72 per cent (36 per cent) a slight increase since the year end when it was 70 per cent.

There was a cash outflow from operating activities of £4.8m, compared with an inflow of £2.71m last time, as Burn Stewart increased stocks to 250.5m (£41.8m).

On an annualised basis the total dividend is virtually maintained with a final of 3.3p (3.39p) to give a total for the year of 5p. Earnings per share fell to 9.83p (13.10p).

Burn Stewart drops to £8.12m

By Catherine Milton

SHARES IN Burn Stewart Distillers fell a further 3p to close at 108p yesterday, continuing a steady decline since peaking at 160p in May last year, as the company announced pre-tax profits down from £10.3m to £8.12m in the 12 months to June 30.

The company, which floated its shares at 140p in 1991, showed sales down to £38m (£32m).

Mr Campbell Stirrat, finance director, said Burn Stewart was changing its mix of business away from the quasi-commodity bulk sales and attempt-

ing to replace these with higher margin sales of cased bottles, some branded and some "own label".

Mr Stirrat added that "there was a bit of a decline in our export bulk shipments with the balance being pressure on the cased business". He said trading would continue to be tough next year.

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Lamont doubles to £4.05m

By Peter Pearce

SHARES IN Lamont Holdings climbed 15p to 38p as the Northern Ireland-based carpets and textiles group announced almost doubled pre-tax profits in the six months to June 30.

Overturn ahead to £65.8m (£52.6m), including £3.18m (£4.25m) from discontinued operations - pre-tax profits jumped to £4.05m (£2.18m). The figure would have been higher but for exceptional charges of £643,000 relating to the disposal of the computer division and an increase in net interest payable to £449,000 (£40,000).

Sir Desmond Lorimer, chairman, said the increased interest charge derived from the assumption of the £7m debt of Rochdale-based Alexander Drew, the furnishing fabric printer acquired for an initial £16.4m in April 1992.

The non-carpet textiles side had operating profits of £5.43m (£1.6m) on turnover of £38.1m (£25.5m) of the profits came from Drew.

In the carpets division, of which Shaw Carpets has been responsible for the group's declining fortunes of late, turnover rose to £23.4m (£21.6m) and operating profits of £21.000 last time turned to losses of £660,000 after £433,000 (£109,000) redundancy costs after Sir Desmond said the middle market had lost market share in a disruptive £4m capital expenditure programme. He expected it to return to profitability in 1994.

However, at the lower end of the market, Northern Ireland Carpets had lifted sales 16 per cent. Shifting the property interests into a joint venture - which retained £3m - had improved cashflow by some £5.5m and helped Lamont back to its textiles core, where Sir Desmond said it would look for bolt-on acquisitions.

The interim dividend is held at 3.5p, payable from earnings of 8.48p (5.51p) per share.

Lamont doubles to £4.05m

By Richard Gourley

REFINISHAW, the engineering group which makes specialist measuring equipment, reported a 21 per cent drop in pre-tax profits for the year to June 30 as its main markets remained deeply affected by recession.

The profits fall, from £9.09m to £7.4m, foreshadowed in a warning three months ago, left the share 5p down at 27.5p.

Earnings per share fell from 13.1p to 10.3p and the recommended final dividend is held at 4p for an unchanged total of 6.5p.

Sales grew 10 per cent to £48.5m but almost all the increase was due to the

effect of currency translation when it received it, rather than hedging forward with sales ahead of the devaluation of sterling in September last year, pre-tax profits would have been £1.3m higher.

Mr David McMurtry, chief executive, said sales in the first quarter of this year were ahead of last year but trading remained difficult.

At the operating level, before net earned interest of £2.2m (£2.4m), profits were down from £6.89m to £4.94m, representing a slide in the operating margin to 10.3 per cent (15.3 per cent).

Malaysian dollar lifts plantations companies

THE strengthening Malaysian dollar against sterling and improved results from other plantation companies were factors in the interim figures of three groups in which Rowe Evans Investments has substantial holdings.

Berardin Holdings reported pre-tax profits up 45 per cent at £24.85m (£16.38m) on turnover of £450.624 (£371.215). Earnings per share were 0.78p (0.59p).

Mr Dean thought the company had been able to achieve its initial objective of rebuilding the balance sheet and now expected growth. Berardin had started the present year in better financial health than the last and in a "far more promising business climate".

Turnover was £24.3m (£20.3m). After a tax credit of £2.71m (£1.14m) earnings per share were 12.8p (10.5p).

Mr Dean thought the company had been able to achieve its initial objective of rebuilding the balance sheet and now expected growth. Berardin had started the present year in better financial health than the last and in a "far more promising business climate".

Lower crops of oil palm and rubber were blamed by Padang Semang Holdings for a fall in pre-tax profits to £2.25m (£5.267). Earnings per share were 0.36p (0.47p).

However, the fall was mitigated by the currency rise and higher investment income of £20.932 (£6.361).

Singapore Para Rubber Estates saw pre-tax profits of \$215,919, a rise of 78 per cent on the comparable £120,757.

Turnover was £361,405 (£278,716). Earnings per share were 1.3p (0.77p). Net investment income was £51,863 against a charge of £48,778.

The company said that the oil palm crop and the average price was similar to last year but the Malaysian dollar had risen by 19 per cent. The results included net investment income of £24,346 (£27.78).

Dividends shown pence per share except where otherwise stated. *For latest interim.

Increased capital, S\$1M stock, Irish pence. **First interim.

Galliford cuts dividend to 1p

By Catherine Milton

GALLIFORD, the Midlands-based contractor, has cut its total dividend from 4.5p to 1p as part of a plan to expand its housing business which could see its long-cherished net cash position become debt over the next three years.

The company announced this at the same time as revealing pre-tax profits sharply up from £3.03m to £412,000 for the year to June 30, 1993.

forces ans

1993. Lombro's current board has 12 executives. Lombro put out a terse one-sentence statement after the meeting, which lasted all morning, saying that "all had resolved to announce the appointment of two non-executive independent directors by October 19".

Through the statement does not name either Mr Walls or Mr Harper, Mr Bock remains confident they will be appointed. He is planning to push through other radical changes in the coming months, including a reduction in the number of executives on the board, the appointment of one or two further non-executives and a cut in head office staff. Mr Rowlands is expected to issue some of these changes.

£8.12m

Funds raised from the flotation which hit the balance sheet last year throughout the company period.

Gearing now stood at 72 per cent (68 per cent) a slight increase since the year end was 70 per cent.

There was a cash outflow from operating activities of £4.5m, compared with an inflow of £3.7m last time, as Burn Stewart increased stock to £9.6m.

On an annualised basis the total dividend is virtually maintained with a final of 13.4p to give a total for the year of 46.5p. Earnings per share fell to 56.5p.

4.05m

spent and that same time £4.5m from the group's investment in its South African subsidiary. The group's earnings before interest and tax were £1.1m up 10 per cent to £1.2m.

Mr Theakston said he had been asked to make a statement on the proposed reorganisation of the group's capital structures. He said the new structure would be "more appropriate" and "more transparent".

The proposed change would have excluded both the new Rothmans companies and the SB units, and caused an outcry from the companies and from stock market practitioners.

FT-SE share indices changes

THE FOLLOWING notice was issued yesterday by the FT-SE Actuaries Share Indices steering committee:

The FT-SE Actuaries Share Indices steering committee has met to consider the issue of the eligibility of the SmithKline Beecham units, new Rothmans units and Vendome units in the indices following the proposal to change the rules defining a UK company.

The committee has decided, pending a review, to make no changes.

SmithKline Beecham A shares and units will remain unaffected and, upon the restructuring of Rothmans International and Dunhill, the new Rothmans and Vendome units will not be admitted to the indices.

The steering committee felt

that defining a UK company for index purposes was a complex issue and reaffirmed its commitment to three important guiding principles, namely:

- Integrity of the indices as a benchmark of the performance of UK companies.
- Objective and equitable treatment of all constituents.
- Continuity and stability of index constituents.

In light of the complexity of the issues involved and the impending ruling on foreign income dividends anticipated in the November budget, the steering committee decided not to make changes to the rules governing the indices at this time but to conduct a further review to assess the national/internationality qualifications for membership of the UK indices and to

examine the problems posed by completed cross-border capital structures.

In the meantime the committee agreed to make no changes to the rules.

SmithKline Beecham units will remain in the indices as will the SmithKline Beecham A shares which are unaffected by this issue.

Because Rothmans International's capital structure is undergoing significant change, Rothmans International will no longer exist as a corporate entity from October 25 and will, therefore, leave the indices on its restructuring on October 22.

It has been decided that neither new Rothmans units nor Vendome units will be admitted to the indices at that time.

**21% to
reshadowed**

lollar lifts
companies

ANNOUNCED

Higgs & Hill back in black with £525,000

By Catherine Milton

HIGGS & HILL, the construction and property company, returned to the black with pre-tax profits of £525,000 for the six months to June 30, an improvement on full-year losses of £22m but a small decline from the comparative figure of £673,000.

"Last year's losses were very much a function of the provisions we made against both the housing land bank and the property portfolio. I would very much hope that the provisions are behind us," said Mr John Theakston, chief executive.

He said Higgs had done "some particularly good property deals" in the first half of last year. "Clearly it is difficult to buck the trend in some of the markets but I do think we are in a strong position."

Sales fell to £125.5m (£10.1m) with the decline in turnover reflecting "reduced workload in construction".

Mr Theakston said construction margins remained under pressure. "There has been as

yet no volume recovery and there is a lot of capacity out there."

Housing sold 196 (128) units and prices were generally stable.

The company received £72,000 in interest compared with charges of £500,000 last time as it reported a cash balance of £7.4m compared with borrowings of £4.7m this time last year.

Higgs has a 50 per cent liability for borrowings of £15m held off-balance sheet in a joint venture.

Net cash from operating activities fell to £2.72m (£1.2m) as the company invested in land and made two small acquisitions. "Our cash position on the balance sheet will fall and we may draw down some borrowings in the course of next year essentially as we reinvest back in the business," Mr Theakston said.

The recommended final dividend was held at 21p for a maintained total of 25p, covered nearly 3.5 times by earnings of 100.2p (£17.6p) per share.

Margins squeezed as Pochin's drops 38%

By Graham Deller

POCHIN'S, the building, plant and property group, saw pre-tax profits of £525,000 for the six months to June 30, an improvement on full-year losses of £22m but a small decline from the comparative figure of £673,000.

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COMPANY NEWS: UK

Tax worries undermine Etam's advance

by Peggy Hollinger

SHARES IN Etam yesterday fell 11p to 253p in spite of doubled interim profits as the women's wear retailer warned that uncertainty over tax increases in the November Budget could affect trading in the second half.

"We are really quite cautious," said Mr Keith Miles, finance director.

"November is the peak trading period for us and we have no idea how the consumer is going to behave with the government

making noises about tax increases," he said.

Etam is heavily weighted towards the second half. Last year it made some £10m profit in the second six months.

On a brighter note, Mr Miles said the £1.2m rise in pre-tax profits to £2.4m for the 28 weeks to August 14 reflected steady progress in the restructuring programme begun some three years ago and better margins through tight control of costs.

Pre-tax profits were also helped by

the absence of a £451,000 charge for withdrawing from lossmaking shops. Sales were 2 per cent higher at £103.2m.

"Holding to our strategy is beginning to pay dividends," Mr Miles said.

Two years ago management fought a fierce battle to retain control of that strategy by opposing a hostile £21m bid from Oceana, a vehicle for Foschini, the South African fashion retailer.

The group's three divisions enjoyed mixed fortunes. Snob, which targets

younger, more fashion conscious women, incurred a small loss. Mr Miles hoped it would be back in the black for the full year after restructuring and management changes.

The core Etam business, which caters for the 20 to 55 year old age range, had shown progress, while Tammy, the children's wear operation, had done "extremely well".

The interim dividend goes up 6 per cent from 1.65p to 1.75p, payable from earnings ahead from 0.52p to 2p per share.

Bulmer to distribute Amstel

By Paul Taylor

AMSTEL LAGER, one of Europe's top five selling beers, is to be distributed for the first time in the UK next year by HP Bulmer, the cider maker.

Heineken, which owns the Dutch lager, has appointed Bulmer sole UK distributor of Amstel, which will be launched into the take-home sector early next year with an on-trade launch in 1995.

Bulmer, which retains distribution rights to the fast growing Volvic mineral water brand, lost the Perrier brands distribution agreement to Coca-Cola Schweppes Beverages after Nestle's acquisition of Perrier last year.

Commenting on the Amstel agreement, Mr John Rudgard,

DAB, and further strengthens the cider market leader's position in the beer market.

The new agreement will also help compensate Bulmer for the loss of the Perrier and Buxton mineral water distribution agreement in the UK from March next year.

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Prestwick tumbles as operating costs bite

PRESTWICK Holdings, the printed circuit board maker, tumbled 23.97m into the red in the year to July 31. There were profits of £51.000 last time.

In July the company's shares fell 12p to 29p when it warned of the loss. Yesterday the shares shed 3p to close at 27p.

Although turnover improved to £36.1m (£30.4m) operating costs, mainly in the group's smaller businesses, had risen dramatically, Mr Hugh Laughland, chairman, said.

The pre-tax result was after an exceptional £1.5m charge, being reorganisation costs and the loss on disposal of obsolete fixed assets. Net interest payable rose to £652,000 (£455,000).

Mr Laughland said the group had been reorganised into three operating companies, the benefits of which were beginning to show through. The group had returned to profitability in September.

Losses per share amounted to 19.8p (0.5p) and there is no final dividend, leaving the total for the year at 0.5p (0.5p).

Rothmans and Vendome shares excluded from indices

By Maggie Urry

NEW SHARES to be issued by Rothmans and Vendome following the reorganisation of the tobacco and luxury goods empire will not be included in the UK stock market indices, including the FT-SE 100. However, both of SmithKline Beecham's classes of shares - A shares and equity units - will remain in the indices.

The FT-SE Actuaries Share Indices steering committee decided not to approve a change to the rule on the definition of a UK company, proposed in September, at a meeting on Wednesday.

Mr Hugh Collum, finance director of SmithKline Beecham, said yesterday he was delighted that the units would remain in the indices, although

he was "disappointed that this anomaly has not been resolved once and for all".

An adviser to Rothmans said the decision was "eccentric". Currently Rothmans is regarded as a UK company for indices purposes. The two new companies will encompass the businesses of the old Rothmans but will not be counted as UK companies.

Mr Makepeace said that when the reorganisation takes effect on October 25, "some people will feel they have to sell the shares".

Fund managers compare their portfolios' performance to the stock market indices.

One broker said, "a lot of institutional fund managers are cross that Rothmans is not in". He added that, in the longer term, companies not included in the indices became "orphans" with few followers.

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RECRUITMENT

JOBS: Why the setting of clear-cut goals when seeking new business ideas can end in little net profit

QUITE who first cut spiral grooves up the inside of a musket barrel in Germany 500 years ago, nobody knows. Nor, while the longer and more accurate shots resulting from the "rifling" grooves led others to follow suit, did anybody then know why the new rifles outperformed smooth-bore guns.

So in 1547 the Archbishop of Mainz did an experiment to find out. He got riflemen to fire at targets with two sets of bullets. One set was made of silver, almost as sacred as gold by religious tenets, and the rest of the unholy lead. The lead bullets hit the hull far more often than the silver, which mostly fell short. Why?

The conclusion now would be that the bullets made of silver, a hard metal, resisted the grooves of the rifling and so were held back; whereas the soft lead kind yielded to the grooves, hitting on the spin which did the trick. But that wasn't what the Archbishop concluded from the experiment.

His conclusion was that rifle bullets must be guided by devils. And that - in a society which believed the air was filled with invisible angels and demons fighting one another - served as a perfectly scientific explanation. What brings the said episode

The source of effective innovation

to the Jobs column's mind is an uncanny coincidence which may be taken that I'm being guided by something (although which side of the fight it's on is another question). The sequence began at Spain's Instituto de Empresa management school, when I was hearing about the way the school teaches would-be top executives how to be successful innovators. The method is first to analyse markets to find a niche for a new product, then devise a product to fit the niche.

The description of same reminded me of some research into the matter which I'd reported, as I thought, about four years ago. So on returning I leafed back to January 1988, only to draw blank. That meant a long search, which miffed me because I wanted to get on with reading about a fairly new development in psychology I'd chanced upon, called reversal theory.

Among its suggestions is that, when taking action, people can be in either of two distinct frames of mind. In one of them, which the theory terms the *telic* state,

the action is undertaken solely as a means to some pre-set end. For example, when the goal of passing an examination causes you to delve into a textbook, you are reading in a telic way.

The other kind of action, termed *paratelic*, consists of things you do simply because you want to do them. When you get the feeling that you'd like to read and settle down with a book, you're reading in a paratelic way, probably with no clearer goal than just to see what happens.

Moreover, while we can change (or "reverse") from one to the other, we tend to be either telic or paratelic-biased in our actions.

But, as I said, my own reading of the theory was interrupted by the hunt for the research report, which turned out to date from 1987. The study, by Dr Rolf Berth, was of 73 successful innovations in companies. It found that only nine of them had been achieved by the method, essentially telic, taught in the Spanish school. The rest resulted from someone just having an idea and developing it to see what happened.

After reporting as much in the 1987 article, I went on to hazard a guess that folk with the clear-cut ambition needed to climb to the top of companies "have minds which operate in fundamentally different ways from those of effective innovators". Hence my feeling of awe on returning to the book on the theory, and reading of a trial in which some telic-biased people and others with a paratelic bias were individually set to work on a problem while wired to a device measuring the electrical activity in their brains.

Not only was the activity greater in the paratelic case, but the pattern differed. Their whole brain was directed towards a single focus, whereas the telics seemed to be applying different bits of their brain in separate directions. Gorblimey!

That is unfortunately all I can tell you about the theory until I've learned more. Even so, it's surely enough to raise a question about the widespread belief that the best way to run a company is to fill all its influential positions with people of the decisive, goal-

orientated telic mentality. Doesn't it smack of the sort of belief which led the Archbishop to his conclusion about rifle bullets?

Now to the table below, which gives the going rates of pay for British managers as shown by the Reward company's latest six-monthly survey. Anyone wanting to know more about it should

contact Vivienne Copeland at Reward House, Diamond Way, Stone, Staffordshire ST15 0SD; tel (0785) 813566, fax (0785) 817007.

My extracts relate solely to managers just below director. To update to October 1, all pay figures should be increased by 0.44 per cent. Regional variations from the median base salary of £31,558 were: *higher* - London by 7.2, and Eastern counties by 8.1.

Variations by company turnover were: *higher* - £500m-plus by 41.9 per cent, £200m-500m by 12.8, £100m-200m by 10.5, £50m-100m by 4.3; *lower* - £20m-£50m by 2.6 per cent, £10m-£20m by 3.2, £5m-10m by 10.7, and under £5m by 15.5.

Michael Dixon

Rank One - Most senior executive below rank of director to:	Lower quartile		Median		Upper quartile		% with company
	Basic salary	Total reward	Basic salary earlier	Total money reward	(Total year earlier)	Basic salary	
Company secretariat	30,375	30,575	37,791	35,124	39,385	36,000	82.8
General management	28,597	29,238	34,922	34,800	35,395	36,000	91.2
Marketing	27,820	29,048	32,283	31,950	34,420	32,950	88.9
Finance & accounting	29,100	29,886	33,000	33,000	34,000	33,717	81.9
Personnel	26,836	26,408	32,270	30,351	33,685	33,756	76.8
Administration	25,489	26,438	31,844	28,400	32,465	31,381	73.0
Surveying/construction	28,022	28,500	30,920	27,500	32,072	28,500	74.1
Distribution	24,935	24,710	28,592	28,000	31,996	30,000	85.4
Sales	26,000	27,184	30,000	30,000	31,752	30,552	85.0
Engineering	27,500	27,503	32,459	32,198	36,025	35,550	75.4
Purchasing	24,979	24,897	29,006	27,500	30,304	28,000	80.5
Scientific/technical dept	26,380	26,665	30,000	28,816	30,237	29,250	88.8
Production	23,780	24,688	28,500	27,000	29,044	27,852	77.2
Quality assurance	23,113	23,547	28,200	26,300	28,782	26,863	75.3
All Rank-One execs	26,250	-	31,058	30,000	-	(-)	76.8

INVESTMENT DIRECTOR Development Capital

CITY

A major captive development capital company, currently has an outstanding opportunity for an experienced Investment Director to join its Senior Management Team.

Specialising in providing businesses with funds for management buy-outs and buy-ins, strategic acquisitions and expansion, your brief will include high level corporate decision making across a diverse investment portfolio.

Applicants age 30-40, will be development capital professionals with at least three years' experience, specialising in expansion capital and MBO's.

- In addition you will be:
 - able to demonstrate an exceptional Investment track record and have access to own deal origination contacts;
 - already recognised for your risk appraisal and due diligence of new investment opportunities;
 - an excellent marketeer, confident of promoting the company's services to professional advisers, intermediaries etc;
 - a graduate with a professional qualification, or MBA, gained from within the accountancy, legal or banking sectors.

Furthermore, you will possess strong interpersonal and communication skills together with the ability to encourage and assist other team members whilst maintaining the drive to excel in a dynamic environment.

An excellent benefit package, including mortgage subsidy, car, private medical insurance and bonus scheme, complements the advertised salary.

Interested applicants should write to:
David Twiddle (fax 071-915 8714), enclosing a detailed CV, to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP.

ROBERT WALTERS ASSOCIATES

BANKING OPPORTUNITIES IN SAUDI ARABIA Attractive tax-free salaries plus expatriate benefits

Our client is a major international bank affiliate in Riyadh, with a strong retail and corporate client base sourced through its branch network Kingdom wide. They are seeking highly motivated and experienced managers to join a success-oriented marketing/product development team in the following positions.

The *Marketing/Communications Manager* will be responsible for directing the conceptualisation planning, market research, information development and launch of the bank's new products and financial services sales communications. The position will also supervise other Managers responsible for sales promotions, PR and merchandising etc.

The *Product Manager* will be responsible for conceptualising, planning, research, development and launch of specific or a designated number of the bank's financial products and services in a timely and cost effective manner. The position will also advise other managers in sales and services to secure new business and to resolve problems.

The *Sales Promotion & Advertising Manager* will be responsible for managing and implementing the sales promotion and advertising activities of the bank. The position will receive direction from the MCM (above) and will work in tandem with all the other Managers responsible for developing, promoting and selling the Bank's products.

Candidates who must be self-starters and success driven, must show at least four years experience in a similar current position (within the financial sector), together with management skills and 'team player' qualities.

CVs should be directed to Brian Jarvie, at the address below.

Jonathan Wren International, PO Box 11947, Diplomatic Area, Manama, Bahrain

Telephone: 010 973 532604

JONATHAN WREN INTERNATIONAL



Middle East based
Negotiable Tax Free Expat. Package

ASSISTANT GENERAL MANAGER Commodity Trading

Our client is a well capitalised, recently established, multinational financial institution based in the Gulf, guided by Islamic principles and specialising in the trading of essential soft and hard commodities.

In line with their policy of continued expansion, they seek to appoint a high calibre individual to be responsible for the day-to-day trading operations and also to provide support in the general management of the company.

The successful candidate will have extensive experience in the trading of commodities together with proven capabilities in International Tenders and Barter and Counter-trades. Applications are invited from highly motivated and articulate individuals, ideally aged 40-45, who are educated to post graduate level. Fluency in Arabic and English is required as is a proficiency in French. An in-depth understanding of Sharia and Islamic financing techniques is also highly desirable.

The remuneration package will reflect the importance placed upon this key management position and will be commensurate with experience and capabilities. If you feel ready to accept the challenge of this exciting opportunity, please send your curriculum vitae in confidence to Walter Brown or Phillip Wright or telephone for an initial discussion.

Tel: 071-998 6050

Fax: 071-626 2092

Dowson Executive Limited

100 Newgate Street, London EC1A 7AA

A Member of The Executive Group Plc

HEAD OF REPO TRADING City

- Senior role for an experienced individual with in-depth Repo Trading experience coupled with proven Risk Management and business development skills.
- To work for a highly reputable, well rated International Investment Bank with a global presence in the Debt Markets.
- The ideal candidate will have a minimum of five years experience of Repo Trading in the European and US markets with similar duration of experience trading a matched book. The position will have responsibility for managing all forms of risk associated with the Repo Trading books, determining and executing funding strategies, managing the Repo Traders, developing the business and working closely with the sales teams. A strong understanding of the related credit and legal issues, systems development and settlement procedures will be required.
- The candidate should be a University Graduate. An MBA Degree would be highly desirable.
- Please contact Antony Regamey in strictest confidence at Michelangelo Associates, 36 Whitefriars Street, London EC4Y 8BH, Tel: 071 936 2857, Fax: 071 583 6531

EUROPEAN EQUITIES EDINBURGH

Opportunity for a young investment professional to manage pan-European funds for a leading international investment group.

The company is a specialist investment manager concentrating on global equity investment for UK and International pension funds and Investment trusts. Funds under management currently total £3.5 billion.

Working in a small team, you will be responsible for managing funds invested in the continental European markets. You will also have a research responsibility covering specific companies and countries and will be expected to contribute to the development of investment strategy and to the asset allocation process.

To be a candidate, you must have a background in European research, preferably with

an investment management company. Some experience of fund management in continental Europe would be an advantage.

This is an excellent opportunity to develop a career in European fund management. The company offers a competitive salary and full benefits package, including an attractive performance-related bonus scheme.

To apply in strictest confidence, write enclosing CV to: Tony Tucker, John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP, Tel: 071-222 7733 or Fax: 071-222 3445.

John Sears and Associates

Executive Search & Selection in Investment Management

A MEMBER OF THE SMC GROUP

BY OCTOBER 8 1993

FINANCIAL TIMES FRIDAY OCTOBER 8 1993

net profit

cent. Scotland by 6.5,
rest England by 6.6,
in Ireland by 6.2; lower
West England by 1.3 per
cent by 8.1. North-West by
3.2; Eastern counties by 8.8.
By company turnover:
higher £500m-plus by
200m; £200m-£100m by
12.5%; £100m-£50m by 16.6%;
£50m-£10m by 3.2%; £5m-£10m
7.7; and under £5m by 15.8%

Michael Dixon

Upper quartile	% with
Basic salary	100
£4,100	57.75%
£4,375	40.72%
£8,528	39.52%
£6,520	36.9%
£8,363	35.75%
£8,170	35.52%
£4,155	34.5%
£6,050	34.25%
£5,000	34.1%
£4,077	34.05%
£4,977	33.9%
£5,001	33.85%
£3,465	33.8%
£6,831	33.75%
£6,787	33.7%

European Banks and Financial Institutions Analyst**London**

Our client, an internationally renowned organisation in the financial markets, is seeking an analyst to be an integral member of their Banking and Financial Institutions team in London, to focus on European based institutions.

The successful candidate will conduct and present financial analysis and strategic research for in-house purposes and external publication. The position also involves senior level meetings with clients, therefore excellent written and oral communication skills and the ability to represent the firm in a professional manner is imperative.

Applicants aged in their mid 20s to early 30s should be of graduate calibre and will have a strong grounding in the analysis of European banks and financial institutions and an understanding of at least one European



Michael Page City
International Recruitment Consultants
London Paris Amsterdam Brussels Dusseldorf Sydney

Competitive Salary

banking system. This experience may have been gained in a variety of environments including a lending or counter-party credit department, equity research, regulatory body or consultancy. Fluency in an additional European language would be advantageous. You will be a confident self-starter, able to work independently in a team environment.

An attractive remuneration package based on a generous basic salary will be offered to the successful candidate, which will entirely reflect experience.

For more information on this exciting opportunity, please call Karina Pietsch on 071 831 2000 or write to her enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Please quote reference 151459.

Group Human Resources Director**Global Investment Bank - London****Excellent Package**

Rare opportunity to lead the human resources function of a major, global investment bank.

THE COMPANY

- ◆ Leading investment bank with strong international presence.
- ◆ Active in all investment banking functions as well as asset management.

THE POSITION

- ◆ Advise the Chief Executive and Board on all aspects of HR.
- ◆ Set policy and manage the HR function worldwide.
- ◆ Provide HR input to the strategic and planning processes.

QUALIFICATIONS

- ◆ Experience of HR function in a major investment bank.
- ◆ Proven management skills applied globally.
- ◆ Experience of working outside the UK is essential.
- ◆ Able to contribute HR input to strategic direction.

Please send full cv, stating salary, Ref LM4095
NBS, 54 Jermyn Street, London SW1Y 6LX

London 071 495 6392 • Slough 0783 819227
Bristol 0272 291142 • Glasgow 041 204 4334
Aberdeen 0224 638088 • Edinburgh 031 229 2250
Birmingham 021 233 4656 • Manchester 061 339953

**Derivatives - Middle Office Operational Accounting****c £50,000 Plus Benefits**

The client is a US Investment Banking and Securities Trading Group and one of the leading players in the Global Financial markets. They are recognised as market leaders in a number of product areas and enjoy a reputation for innovation and progression backed by a long term commitment to the market. This commitment is emphasised by their continual search for excellence and drive to constantly improve the level of client service in an ever more complex and high volume business environment.

Reporting to the Director Derivative Accounting, you will be a key element in the establishment of a middle office function for this organisation. Your main responsibilities will be the management of the daily cash profit & loss process and position monitoring. The role will involve constant liaison with traders in London and the Accounting Group in New York where the emphasis will be on the ability to define and explain P&L for derivatives and risk management.

Candidates will be aged 25-30, degree level educated and ideally qualified or part qualified accountants. They must have a minimum of three to five years' practical accounting experience for derivatives, including P&L preparation for swaps. They should have a broad product base knowledge including hedge instruments and must demonstrate a sound business awareness combined with the ability to comprehend the relationship between risk and P&L. They will be innovative, proactive, confident and possess first class communication skills, displaying the energy, initiative and flair required to meet the continuing challenge that this role will present.

For further information, please telephone or write in strictest confidence to Giles Simons, Firth Ross Martin Associates, Search and Selection Consultants, Bell Court House, 11 Blomfield Street, London EC2M 7AY, Tel: 071 628 2441, Fax: 071 382 9417.



FIRTH ROSS MARTIN ASSOCIATES LTD.

The Data Protection Registrar

Wilmslow, Cheshire c. £55,000

The Data Protection Act 1984 governs the use throughout the United Kingdom of computerised information about living individuals. It requires the holder of such information to register and to meet prescribed standards. It gives individuals the right to have access to computerised information held about them, and to challenge its accuracy.

The Data Protection Registrar is an independent officer who is appointed by Her Majesty the Queen and who reports directly to Parliament. A successor is now sought for Eric Howe CBE, the first Registrar, who retires early next year. This is a fixed-term appointment for five years with the possibility of renewal.

The Office of the Data Protection Registrar has 100 staff and an annual budget of £3.5 million. The Registrar's role is to act as an ombudsman in ensuring the responsible use of computerised personal information:

this entails maintaining the public register of data users; interpreting the law; promoting good practice in the handling of personal data; and enforcing the provisions of the Act and applying it to new

technologies. The extension of the Registrar's powers to include overseeing the proposed right of access to non-computerised personal information held in the public sector is under consideration; other changes to the role could result from a proposed EC Directive now under discussion in Brussels. The Registrar maintains close contacts with counterparts in other countries.

You will have knowledge of the operations of commercial and/or public sector organisations where computers are used to handle personal data. Proven managerial ability at a senior level is essential and a background in, or familiarity with, legal issues would be an advantage. You will also have managed change sensitively and have the personal qualities needed to earn the respect of consumers, top managers and Parliament for your independence and objectivity.

For further details and an application form (to be returned by 29th October 1993) please write to Recruitment & Assessment Services, Alconon Link, Basingstoke, Hampshire RG21 1JB, telephone Basingstoke (0256) 468551 or fax (0256) 846374/846565. Please quote Ref. B/1936.

An equal opportunity employer

**RESEARCH ASSISTANT FAR EAST INVESTMENT****Competitive Salary & Benefits**

We are one of the leading international fund management groups with over \$16 billion under management. As part of our commitment to Far Eastern investment we are seeking to appoint a Research Assistant in our London office.

Working with an experienced team of Fund Managers, you will be closely involved in the development and maintenance of a Far East database, reporting to the head of the team. This will involve research and analysis of specific sectors, and liaison with external analysts. The right calibre of candidate will have the opportunity for career progression to a Far East Fund Manager.

To meet this demanding role, ideally you will hold a degree in economics or a related discipline, with 1-2 years' work experience within the finance industry. The position requires computer literacy, along with a high degree of numeracy. You should be able to demonstrate enthusiasm, initiative and excellent communication skills. You will have a knowledge of and have pursued an interest in the Far East, with oriental languages being an advantage.

If you are interested in this challenging role, please apply promptly with CV to Ref: AF, Personnel Department, Gartmore Investment Management Ltd, PO Box 65, 16-18 Monument Street, London EC3R 8QQ. Closing date - 15th October 1993.

Gartmore

Gartmore Investment Limited, a member of IMRO.

RUSSIA/EURASIA SALES

Major US brokerage firm seeks financial consultant to cover former Soviet Union from its London subsidiary. Must have existing relationships, speak fluent Russian, be fully conversant with US products and have current full US regulatory registration.

Applicants should forward their biographies in confidence to Box B1708, Financial Times, One Southwark Bridge, London SE1 9HL.

EQUITY BROKER

Small dynamic brokerage company trading broad range of financial instruments requires a broker for International Equities Sales. An ideal applicant will have two years securities experience and some knowledge of futures. Computer literacy is essential and a graduate (post-graduate) is preferred.

Please send C.V. to El Avrahamson or Martin Stockdale, El Associates Ltd, 7 Old Park Lane, London W1Y 3LJ.

Information Services**Product Manager**

Salary £17-20,000

FT Information Services need an organised, capable product manager to help develop the range of electronic data feeds, indices and directory products managed by its Database Publishing department. Working in the FT headquarters at Southwark Bridge in central London, the successful candidate will be responsible for specifying and managing the implementation of developments to data feed products used by a broad range of financial services clients. They will also provide a technical support to the unit's commercial and customer support staff, and be responsible for project management using both internal and external resources.

The requirements for this challenging position include a good general understanding of electronic file structures, databases, and PC communications and networks, plus some familiarity with financial statistics. Personal communication skills and commercial aptitude will be equally important as will the ability to become an effective member of a small hardworking team. Previous experience in a related position such as customer support would be a distinct advantage.

We offer a generous benefits package, including five weeks annual leave, season ticket loan and staff restaurant. To apply please write enclosing your CV to:

Emma Sydney,
FT Personnel Department,
Number One, Southwark Bridge,
London SE1 9HL

FX Sales

Paris / Frankfurt

The expansion of our FX sales operations in Europe has produced opportunities in both our Paris and Frankfurt offices.

We seek high calibre sales professionals with at least 3-5 years' experience in FX sales with a blue chip international house. The successful candidate will possess a good knowledge of the currency options market, and outstanding numerical and commercial skills.

We will also expect applicants to be fluent, confident communicators, excellent team players, and above all, ambitious.

Package: £Excellent

Applicants should apply in writing with full details to:

Ms Rowena Spence, Personnel Manager,
Barclays Global Foreign Exchange, Murray House,

1 Royal Mint Court, London EC3N 4HH

**TRAINEE DERIVATIVES TRADER**

CNA (UK), a leading financial Options Market Making firm, seeks applicants for positions on London's International Financial Futures Exchange. Candidates must be University qualified, Numerate, Highly motivated and disciplined for this demanding environment. Send all enquiries to:

M. Bushore,
1-3 College Hill,
LONDON EC4 2RA.

INSTITUTIONAL EQUITY SALES

We are a major Norwegian Financial Institution, based in London. We are seeking to recruit a salesperson to market Norwegian equity products to institutional clients as part of an established team.

The ideal candidate will have previous experience in Scandinavian sales, although a more general European sales background may be considered.

We offer a competitive remuneration package including performance related bonus and other banking benefits.

Please apply in writing, enclosing your CV to:
Box B1720, Financial Times,
One Southwark Bridge, London SE1 9HL

Corporate Finance Birmingham Significant Packages

KPMG Corporate Finance already operates as a major force in corporate financial services in the Midlands. Due to continued growth, its well-established Corporate Finance team will be further strengthened by the appointment of three additional specialists:-

Venture Capitalist

To specialise in MBO's and fund-raising. Applicants should have a minimum of 2/3 years' experience in the venture capital industry or similar experience in a corporate finance organisation, managing MBO's and M&A's at a senior level, and are likely to be qualified Accountants.

Mergers and Acquisitions Manager

To specialise in and control mergers, acquisitions and company disposals. Applicants will currently be in industry, with direct responsibility for an acquisition and/or divestment programme.

Financial Advisor

To act as deal initiator and manager for corporate transactions. Applicants will be merchant bankers or directors of a public company, with first-hand experience of controlling corporate transactions from strategy to completion, and are likely to be qualified Accountants.

Candidates must have strong analytical and marketing skills, the ability to operate at Board level and be able to work effectively within a team. It is unlikely that candidates under 30 years of age will have sufficient experience for these positions. Career prospects are excellent.

Please write, indicating which position you are interested in, to David Gibbs, with full C.V. and salary details, quoting reference B/438/93.

KPMG Selection & Search

Peat House, 2 Cornwall Street, Birmingham B3 2DL.

HEAD OF COMPUTER DIVISION

The Botswana Building Society operates nine branches located throughout Botswana with the Headquarters located in Gaborone.

The Society requires the services of a suitably qualified Computer Professional to head its computer Division which is based in Gaborone. The successful applicant will also become a member of the Society's Senior Management Team.

The Society currently operates on-line and batch computer systems which utilise the PICK operating system. These systems have outlived their useful life and the Society has initiated a project to replace these ageing systems with modern hardware and up to date software. This will entail the use of the wide area networks and the maintenance of distributed databases.

The Head of the Computer Division will be responsible for:

- ◆ Complete control of all aspects of the Society's computerisation.
- ◆ The formulation of policy related to information processing.
- ◆ The management of existing computer staff.
- ◆ The testing of the new computer staff.
- ◆ The testing of the new computer systems.
- ◆ The transition from the old computer system to the new computer system.

The ideal applicant should have:

- ◆ Reached the age of thirty.
- ◆ At least ten years computer experience in the design and implementation of sophisticated computer systems.
- ◆ Proven managerial experience.
- ◆ A strong financial background.
- ◆ Previous experience in a building society environment would be advantageous.

The Society offers:

- ◆ Salary of £30,000 - £42,000 per annum.
- ◆ Benefits normally associated with a senior management position.
- ◆ Passage from outside Botswana.
- ◆ Post contract tax free gratuity.

Applications accompanied by a full CV should be sent under confidential cover to:

General Manager and Secretary
Botswana Building Society
P. O. Box 40029
Gaborone
BOTSWANA

To arrive no later than 31st October, 1993.

Opportunities in Corporate Finance and Trainee Fund Management

Due to increasing business success, a major British Merchant Bank is seeking junior Executives with 1-2 years' work experience for several of its business areas.

Your role will be to support specialist teams providing succinct analysis of sectors, companies and countries. You will be also required to make an immediate contribution in terms of ideas and client liaison.

You should have a 2(i) degree, preferably in Economics, Law or a business related discipline, and have

proven analytical and PC skills as well as experience of writing reports.

You will need to be a confident communicator and fluency in a European language would be advantageous. Thorough training will be provided and opportunities for progression are excellent.

Please apply in strict confidence, enclosing a detailed CV including current salary and indicating your preferred business area, to Geoff Selby (Ref. GR/93), Buckley Deane Wakefield Limited, 38 Charterhouse Square, London EC1M 6EA.

BDW ASSOCIATES

HEAD OF CAPITAL MARKETS

A joint venture bank headquartered in Cairo is seeking to recruit an experienced Capital Markets Professional to head up this activity.

Applicants should be familiar with money market instruments; mutual fund development & management; company valuations; public offerings etc. In addition they should be fluent Arabic speakers and have a familiarity with Egyptian banking most likely acquired by having previously worked and lived in the country.

Salary and Benefits offered are very competitive and reflect and importance of this senior management role within this Bank.

Applicants should send their CVs to:

Ms. Kamilia Hussein
4, Hassan Sabry St.
Zamalek, Cairo
Telephone No: 02-3400063



Egyptian American Bank

Treasury & Capital Markets

Graduate Trainees

City Based + Banking Benefits

ING Bank is part of the ING Group, which is one of Europe's major financial institutions. The Bank has over 60 offices in 38 countries with well established operations in International Treasury & Capital Markets, Corporate Banking, Private Banking, Emerging Markets Banking and Asset Management.

As part of the continuing expansion of our London operations, we are seeking graduate trainees with 12 months banking experience, who wish to establish a career in Treasury and Capital Markets.

Please write in confidence to: John A. Newman, Head of Personnel, Internationale Nederlanden Bank NV, 2 Copthall Avenue, London EC2R 7BD.



NationsBank

An outstanding opportunity for a creative young banker Relationship Manager

NationsBank has emerged as a new force in the international financial markets. Its strong balance sheet, coupled with a diverse product range and innovative approach to solving client funding problems has led to a rapid increase in business activity.

To meet this demand the Bank now seeks an additional relationship manager to augment the existing corporate banking team.

The ideal candidate will be a US bank credit trained graduate, with a minimum of 5 years banking experience. He/she will have extensive exposure to lending to major, blue chip, UK/European multinational corporates as agent, underwriting and participative levels.

Allied to this an understanding of a broad range of treasury, capital markets and corporate finance products, enabling him/her to not only cross sell the Bank's expertise, but also that of Panmure Gordon and Nations CRT.

This post represents an exceptional opportunity to join the growing London operation of one of the most profitable banks in the US.

The bank seeks the highest quality candidates and the remuneration package reflects the importance of this position. It will include a competitive basic salary, car, discretionary bonus, mortgage subsidy and the full range of banking benefits.

Interested candidates should contact Niall MacNaughton at BBM Associates Ltd (Consultants in Recruitment) on 071-248 3653 or write, sending a detailed Curriculum Vitae to the address below. All applications will be treated in the strictest confidence.

76, Wadding Street,
London EC4M 9BJ

Tel: 071-248 3653
Fax: 071-248 2814



VICE PRESIDENT OPERATIONS Package Negotiable

A leading Group in Kuwait requires a resourceful and highly experienced V.P. for its operations. Our companies deal in Computers, Food Stuff and Elevators. Also we are in the Trading and Contracting business. Reporting to the President, you will assist in the overall day-to-day operations of the business. Carry out a comprehensive review of each segment of our operations, and identify and develop new business opportunities. This is a challenging role that demands a highly enthusiastic and dedicated person.

The candidate will possess a professional qualification and a minimum experience of 20 years including at least 5 years in a leading role in a large corporation. Communication in both Arabic and English is required and ability to lead by example is a pre-requisite.

Please write in confidence with full CV and covering letter outlining your current package and career achievements to date:

The Advertiser, P.O. Box 21119, Safat 13072, Kuwait or Fax (00965) 246-6202

HEAD OF FOREIGN EXCHANGE TRADING Competitive Package

A major European bank with a strong reputation in the Foreign Exchange market is looking for a Head of their FX trading team. The successful candidate will be in their thirties, with a minimum of five years FX Trading experience, including a focus on Scandinavian currencies. Successful management experience of a sizeable team and experience in trading both spot and forward FX are essential. Knowledge of German and at least one Scandinavian language is also preferable.

Please reply in writing with full cv, Ref OC158

BMI
1 SOUTH AUDLEY STREET, LONDON W1Y 1HZ Tel: 071-491 3906 Fax: 071-491 1640
A division of BNP & Co International

CORPORATE FINANCE Professionals

A leading Turkish-based brokerage house with a broad foreign institutional client base is seeking corporate finance professionals to add to its growing corporate finance group. For both positions, fluency in a second language, including Turkish, is an asset. Applicants must be willing to relocate to Istanbul.

Corporate Finance Executive

Keen, aggressive and self-possessed, you will be responsible for all aspects of corporate finance deal origination, development and execution. This position offers excellent opportunities for those who can oversee a deal from client contact through mandate letter to closing.

Corporate Finance Analyst

Put a solid educational and professional background to work for the corporate finance group in the analysis and evaluation of corporate finance transactions. In addition to superb numeracy, you will possess strong writing skills which you will use to communicate your views and conclusions with clarity, speed and accuracy. Expertise with Lotus, MS Excel, MS Word, SAS, TSP or similar statistical software packages is a requirement for this position.

Applicants interested in the foregoing positions should respond by providing a curriculum vitae and a letter outlining career objectives and salary history and expectations, to: Greg Kiez, Acting Director of Corporate Finance, Global Merkli Degerler A.S. 368/11 Haleskargazi Cad. Çiftlik Apt., Sisli, Istanbul TURKEY 80220 Fax: (90) 230 22 35

Corporate Treasury Systems Client Support

MCM is adding more client support professionals to our treasury management systems team. Experience in financial software and PC Systems essential. Corporate Treasury experience, direct or in support, helpful. Please send CV and covering letter (reference FBS/FT/93-4) to:



Multinational Computer Models Ltd.
Attention: Personnel Department
Butler House, 19-23 Market Street
Maidenhead, Berks. SL6 8AA
Fax: 0628-71540

EQUITY RESEARCH ASSISTANTS

- Assistant roles to provide support to the Pan European Equity Research Analysts offering career prospects for success-orientated individuals.
- The opportunity to work at a highly-rated International Securities Product.

You will have at least two years experience within the Equity Markets in either Sales or Research. Aged in your twenties, you will have a quality degree, spreadsheet experience and also a knowledge of accounting and analysis. The role will include statistical analysis, financial analysis of company figures and reports and the production of written research material in a demanding, pressurised environment. The successful candidate will work with the Analysts, specifically the Chemicals Analyst and UK Electronics and Telecommunications Analyst, to provide current, up to date research and forecasts on the European Industry for the Equity Sales, Trading and Corporate Finance teams.

● Please contact Oliver Wells in strictest confidence at: Michelangelo Associates, 36 Whitefriars Street, London EC4Y 8BH. Tel: 071 936 2857, Fax: 071 583 6531.

INTERNATIONAL PRIVATE BANK

Unique Marketing/Team Leadership Opportunity

Niche Middle East Focus

Excellent package

London-based

The Appointment

A unique U.S.-based global financial institution, whose outstanding performance positions it in the premier league, is taking a uniquely creative approach to the successful expansion of its Private Banking business in the Middle East. Recognising the growing financial-service needs of Saudi women, while at the same time seeing significant growth in its overall activities in the Middle East region, its International Private Bank seeks an unusual individual who can perform a two-fold role; to spear-head marketing and product delivery at the most senior levels to female clients in Saudi Arabia, and to be overall Head of the expanding Middle East team.

The Requirements

- A high calibre individual with the status to take up this senior appointment; outstanding maturity, interpersonal skills and management ability.
- A minimum of 10 years' experience of marketing a diverse range of Banking & Investment Management.
- Experience of the Middle East region; fluency in Arabic and English is essential and ideally French.
- Track record of establishing and maintaining strong client contacts with female clients in Saudi Arabia.
- Thorough familiarity with the U.S. banking environment.
- Experience of Swiss Private Banking.

Interested candidates should write to Paul Lewis at BBM Associates Ltd (Consultants in Recruitment) enclosing a full Curriculum Vitae which should include contact telephone numbers. All applications will be treated in the strictest confidence.

76, Wadding Street,
London EC4M 9BJ

Tel: 071-248 3653
Fax: 071-248 2814



Tel: 071-248 3653
Fax: 071-248 2814

ACCOUNTANCY COLUMN

Portion of Cadbury may taste more bitter than sweet

Andrew Jack wonders whether proposals for internal controls are focused in the right direction

THOUSANDS of copies of an unlikely bestseller are circulating in British boardrooms this month in a sale driven by fear. The text is one which could test executives' powers of imagination with words as much as accounting standards have, in the past, challenged their creative use of numbers.

After a tortuous period of gestation through more than 17 drafts, the working group on internal control has produced a weighty document designed to provide directors with advice on developing and commenting on effective financial controls.

Internal Controls and Financial Reporting runs to 70 pages of tightly-packed text, ranging over six chapters and six appendices. It was prepared by the Institute of Chartered Accountants in England and Wales, with six chartered accountants drawn from business and the profession as members.

Few can have expected all this work to have been spawned by a few almost throw-away lines in the report of the Cadbury committee on the financial aspects of corporate governance, issued last December. Cadbury recommended that "the directors should report on the effectiveness of the company's system of internal controls" and called on the accountancy profession to develop the "necessary guidance" to allow this to take place.

Businesses would be foolish to ignore the document, however tempting that might be. If and when it is ever approved, it will become an essential part of the recommendations in the Cadbury code. Listed companies will be required to provide a statement on internal controls. Fall-

ure to comply could result in action by the Stock Exchange.

On the whole, the guidelines manage to do an effective job of sketching out the background to the subject and highlighting issues to consider. The document defines internal controls as systems established to provide reasonable assurance of effective and efficient operations, reliable financial information and reporting, and compliance with laws and regulations.

It says controls are needed in order to comply with the law, act as a management response to growing corporate size and complexity, and provide a means for boards to identify and evaluate risks for the prudent operations of the company on behalf of shareholders.

It argues that internal control structures have four separate "elements". The first is the control environment, fostered by the board for all individuals in a company to take the subject seriously. The second is the identification of risks, control priorities and objectives. Third is control activities: the policies and procedures to ensure that the objectives are achieved. Fourth is monitoring and corrective action.

All these points seems very logical, desirable and even patently obvious – on paper. They reflect an increasing focus on internal controls, not least that highlighted in a paper earlier this year by the Institute of Chartered Accountants of Scotland, which sees a far greater role for internal auditors in the place of external auditors in the future.

The most vocal, and effective, critic of the internal controls proposals has been the Hundred Group of leading

finance directors. Following dire warnings of "corporate overload" generated by a raft of new proposed guidelines issued in the last few months, the group recently gained agreement for greater consultation, co-ordination and delay.

Partly as a result, the document, which was originally due in June, has only just been released, and is now out for consultation until the end of next February. That means if it ever finally appears, it is unlikely to be in place for reporting by companies with year-ends before the end of 1994.

In a speech last week, Mr Nigel Stapleton of Reed Elsevier, chairman of the Hundred Group's technical committee, urged standards-setters to "make haste, carefully", arguing there were too many peripheral issues under discussion, with guidelines often inadequately drafted.

The danger is that companies – many already with good internal control systems – will be saddled with substantial additional costs to report on internal controls, while those without will still be able to slip through the net and avoid fairly reporting on the state of their systems.

It is tempting to dismiss these criticisms as self-interested attempts by boards to save costs and evade efforts to make them more accountable. That would be far easier to do if those taking the alternative, working party line were entirely dispassionate. But they are not.

The accountancy firms have been cashing in on Cadbury in a big way. It came as no surprise that publication of the document last week was immediately welcomed by KPMG Peat Mar-

wick and Coopers & Lybrand, for instance. KPMG, Arthur Andersen and Touche Ross have all recently produced booklets on the topic.

While calling for greater attention to internal controls, the firms have been aggressively marketing their advice to steer companies through the confusion caused by the fall-out from the corporate governance movement.

In the longer term, some of the firms are estimating that ensuring companies are complying with the Cadbury code – notably on internal controls and whether it is a "going concern" – will add between 10 per cent and 25 per cent to the annual audit fee.

As the working party document says, most companies will need to review their internal control systems as part of the process of generating their statement of compliance with the code. For smaller companies, one accountant estimates that will typically cost several thousand pounds in consulting fees to write systems. What is unclear is how far this will be a paper exercise to satisfy the auditors rather than something which genuinely adds value.

In a chapter on the statement that directors will be required to make, the working party urges that the wording should be free-ranging rather than adhering to a formulaic "boiler plate", something which is sadly the norm in auditors' reports. It wants directors to list "reportable weaknesses" which have been discovered, and describe remedial action being taken.

If it worked, such text would provide wonderful information for readers of accounts, not least journalists. But it would also mark a remarkable

change in the normally bullish texts available up till now, and leave boards feeling exposed and more vulnerable to legal action than a standardised form of words.

Guidance is now being developed by the Auditing Practices Board on how auditors would verify the statement. But it is unclear how detailed this is likely to be and what would happen if there was disagreement between auditors and directors over the state of internal controls.

Boards would clearly do everything possible to prevent a qualification in their accounts driven by disagreement on the topic. Yet the recommendations seem to leave little room for them to conceal the sins of the past, since they are being required to own up to weaknesses and say how they are making amends. That contrasts with accounting standards which allow for disputes to be resolved and policies changed following discussion with the auditors but without any public statement.

This would suggest that boards will impose greater pressures on their auditors not to qualify their statements – on pain of loss of audit fee or job. And, unlike with the Financial Reporting Review Panel for accounting standards, auditors would not have the power of an external regulator party to the discussions with which to threaten compliance.

As a result, the statement on internal controls runs the risk of being costly but worthless.

Internal Controls and Financial Reporting, from Lisa Groves, Working Group on Internal Control, PO Box 433, Moorgate Place, London EC2P 2EJ, £5.50.

SCHOOL CURRICULUM AND ASSESSMENT AUTHORITY

The School Curriculum and Assessment Authority was established on 1 October 1993. Based in London, it advises the Secretary of State for Education on all aspects of the curriculum and its associated assessment arrangements, is responsible for the administration of national testing arrangements and the approval of public examination syllabuses; supports schools in the implementation of the National Curriculum and its assessment and will manage consultations on future changes to the National Curriculum.

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Applicants should be qualified accountants with the ability to analyse and resolve complex financial issues and should have significant experience of analysing and co-ordinating estimates and preparing final accounts. Experience of contractual matters and management of staff is also required. Experience within the public sector at a senior level is desirable, as is the ability to bring a commercial understanding to the work.

The post will be offered on a fixed-term (renewable) contract basis, normally for an initial period of three years. Benefits include a non-contributory pension scheme, up to 30 days annual leave, relocation assistance up to a maximum of £5,000 and an interest-free season ticket loan.

Application forms and further details are available from:

SCAA Personnel Team

45 Notting Hill Gate

London W11 3JB

Telephone No. 071 243 9216 stating reference number

Closing date for return of application forms: 21 October 1993
SCAA will be an equal opportunity employer. Applications are welcome from individuals irrespective of race, sex or marital status.

European Finance Director (French/German speaking)

M4 Corridor

Our client, a wholly owned subsidiary of an internationally renowned US manufacturing group with a European turnover in excess of £60m, is looking to recruit an exceptional calibre financial businessperson to the challenging role of European Finance Director.

Reporting to the European Managing Director, who is based in the UK, the successful applicant will act as part of the senior management team and will take responsibility for the day-to-day finances of the company. In broader business terms the European Finance Director will be expected to make a major contribution to the commercial aspects of the group's European operations from a financial standpoint. This is not an ivory tower appointment and the postholder will be expected to participate fully at local operational level throughout Europe and to ensure the progressive removal of national country boundaries to provide common reporting procedures.

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Candidates for the position will be graduate, qualified accountants, likely to be in the 35/45 age range, with demonstrable experience of a medium sized manufacturing environment with European and US reporting structures. Key strengths will include manufacturing costing techniques, MIS, taxation and US GAAP. In addition first-hand exposure to acquisitions and disposals would prove beneficial due to the group's commitment to growth in Europe both organically and through acquisition.

Interested candidates should write enclosing a detailed curriculum vitae with salary details and outlining their suitability to the position to Jeff Cottrell, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference IC480, or telephone 071-931 1025 for an informal discussion.

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Interested candidates should write to Charles Austin or Michael Herst, enclosing a full Curriculum Vitae and quoting reference CA444.

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SEARCH AND SELECTION PARTNERSHIP
39-40 Albemarle St., London W1X 3FD. Tel: 071-629 4463
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It is a challenging time to be joining the Group as it strengthens its team and reshapes itself for growth in the 90's. If you can satisfy our client's needs please submit your Curriculum Vitae in application to:

**Ref.1234/FL
Wayne Thomas, Director,
Wheale Thomas Hodgins plc,
13 Berkeley Square,
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Bristol BS8 4HG.**

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Heading a small team that liaises between merchandisers and over 300 branches, you'll be managing the perpetual inventory, investigating and

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Your next step is to write, with full CV, to Julie de Groot, Personnel Controller, Next Retail Ltd, Desford Road, Enderby, Leicester LE9 5AT quoting Ref No. M500 and stating which position interests you.

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In this capacity, the company will analyse business problems and processes and then combine innovative solutions with appropriate techniques to formulate a change program. This will result in long term improvements in the efficiency, effectiveness and ultimately, profitability of the client operations.

Reporting to the Director in charge, we seek an outstanding individual to join an ambitious team, initially with a major customer in

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It will be essential to demonstrate the ability to initiate and manage change with the appropriate interpersonal and communication skills to achieve the desired result.

Interested candidates should write to
Joe Graham BA CA, Executive Selection
Division, Michael Page Finance,
190 Corporation Street, Birmingham
B4 6QD. Please quote ref: 165698.



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Finance Director

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Our client is an autonomous £9 million turnover engineering subsidiary of an acquisitive, rapidly expanding UK PLC. Its products have an enviable reputation within the world automotive market, with over a third of the turnover being exported. Future growth will be ensured by improved product quality and further market penetration both in the UK and overseas.

Reporting to the Managing Director, you will be responsible for all aspects of the Finance and DP functions, with initial emphasis on the enhancement of integrated computer systems including MRP II. The successful applicant will be expected to contribute significantly to strategic business planning and the overall commercial

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management of the business.

Candidates, aged 30+, will be qualified accountants with in-depth experience of financial management gained in a manufacturing environment. Applicants must be able to demonstrate strong communication skills and the ability to make an effective contribution to the profitable development of the company.

Comprehensive relocation facilities are available where appropriate. Interested applicants should write to **Stephen K Banks ACMA, Regional Director**, quoting ref: 11357, at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: 0532 450212.



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Financial Director

Hertfordshire

Our client is a highly successful supplier of high-technology simulation systems. As a subsidiary of a well-known US electronics multi-national, the company has consistently demonstrated impressive growth and profitability, which can be attributed to positive and forward-thinking management where the focus is firmly upon technological leadership, superior customer service and astute financial control. Despite the difficult trading environment, sales and turnover for 1992/1993 have reached record levels.

In order to strengthen their financial and commercial expertise, the company is seeking to appoint an ambitious qualified accountant with strong technical, analytical and communication skills. Reporting to the Managing Director and assisted by a team of staff, responsibility will encompass all statutory and management reporting to UK and US standards in addition to all commercial management accounting, including business planning, costing and the preparation of the budget. The Financial Director will also make a significant commercial contribution to the business, with direct involvement in all major policy and

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pricing decisions and the promotion of greater general cost awareness, company-wide. This is a critical and therefore high profile role and the successful candidate, as an integral part of the management team, will be expected to act as a catalyst in driving and directing the business towards goals of enhanced profitability.

Prospective candidates must be qualified accountants (probably aged 30-45), able to demonstrate broad ranging experience and a strong track record of profit improvement in a commercial environment. In addition, candidates should possess the energy and commitment, together with the confidence necessary to operate at board level. Of equal importance are personal qualities, including strong man-management and organisational skills and the intellectual ability to contribute to strategic decision-making.

Interested candidates should apply in writing, enclosing a full CV (including a daytime telephone number and details of present remuneration) to **Bill Greenwell** at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA. Please quote ref: LN166069.



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DIRECTOR OF FINANCE

Manchester

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The Christie Hospital Trust is the largest specialist cancer complex in Europe with a turnover in excess of £40m. The organisation comprises the hospital itself, the Paterson Institute for Cancer Research and the North Western Medical Physics Service. The Trust was established in April 1991; since then it has treated increasing numbers of patients, exceeded its research work, achieved all of its financial targets and is acknowledged as a successful self governing organisation with a worldwide reputation.

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The basic work involved in setting up the new organisation has been completed and is working well. The next few years will see major organisational development opportunities, particularly in areas of information technology which must be managed within the public sector financial climate.

In addition to the normal tasks associated with a Trust Finance Director, you will have responsibility for:

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• A qualified Accountant with a track record in running the finance function of a large or complex organisation

• A finance professional who relishes demands for beyond balance sheets and bottom lines

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A generous remuneration package will be offered including a performance related element to attract the right person.

Further Information

An information pack about the post is available by telephoning 061 446 3451 or alternatively a 24 hour answering machine is available on 061 446 3828. Closing date for applications 29th October 1993. Interviews will be held on Monday 22nd November 1993.

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This sustained growth creates the opportunity for an outstanding young professional to lead and develop the financial planning and analysis function.

Responsibility will cover all aspects of the planning and forecasting function, including the preparation of all operational and strategic plans, leading the annual budget process and the development of a stringent performance measurement framework. Significant emphasis will be placed on the design and implementation

of sophisticated product analysis and capex models.

Candidates, aged up to 32, should be French speaking, graduate accountants/MBAs who are experienced in all aspects of financial planning within the context of a well managed fast moving business. Outstanding communication, presentation and management skills will be essential for success in this role and will ensure excellent career prospects for the future.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 9515, to Frédérique Bouvier at Michael Page International, 3 Bd Bineau, 92594 Levallois Perret Cedex, Paris, France. Tel: 331.47.57.24.24.

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Following a recent corporate restructuring a new position has been created. The Group Financial Controller will be responsible for the provision of the highest quality technical and commercial support on all group financial matters. Initial emphasis will be to design and implement robust accounting policies, procedures and systems on a pan-European basis, which will facilitate stringent financial control and comprehensive

management reporting. The key to success in this role will be the ability to work closely with operational managers, bringing an international financial perspective and maximising profitable growth. Candidates, aged 38-48, will be graduate qualified accountants with a proven record of senior level experience gained in a multi-site, international environment. Technical excellence, strong personal presence and outstanding communication skills, combined with a flexible, hands-on management style will be essential in this high profile role.

Applicants should forward a comprehensive

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Mark Hurley ACMA, Executive Division,

Michael Page Finance, Page House,

39-41 Parker Street, London WC2B 5LH.

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GROUP FINANCE DIRECTOR (DESIGNATE)

CENTRAL LONDON

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Our client, a commercial property investment company listed on the London Stock Exchange, requires a Group Finance Director (Designate) to join its small tight-knit management team. Satisfactory development will lead to a full board appointment within one year.

Applicants, preferably aged 33 to 45, must be able to demonstrate a range of personal and professional skills that will gain the respect and confidence of the directors, including flexibility and speed of response coupled with maturity, reliability and strong team skills.

Please write enclosing CV with evidence of your suitability and stating your latest earnings level to Michael Leane, Human Resources Director:

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To perpetuate planned growth on an international basis and to maximise the performance of its German operations, the company seeks to appoint a talented Financial Manager who has the range of skills to ensure that necessary robust management and financial controls are in place to drive the business.

Specifically you will:

- Redefine and implement management information systems capable of proactively managing finance
- Appraise the financial and commercial performance of the operations by developing sophisticated and clear reporting techniques
- Develop strong workable relationships with local and international management and make a positive contribution to the development of the operations
- Manage and motivate a committed finance team

Essential attributes for this role include:

- Strong academic background
- Complete fluency in German
- Exceptional technical accounting expertise, especially in US GAAP
- Outstanding record of achievement in career to date

You will be a graduate qualified accountant working at a senior level within a major accounting practice or within a multi-national group in Europe. You will be able to negotiate with executives at the highest level, display superior interpersonal qualities and be seeking a fast career track opportunity that will offer first rate exposure in a truly international business environment. Individuals who strive for excellence will enjoy unparalleled opportunities for career advancement.

Interested candidates should write to Michael Herst or Charles Austin, enclosing a full Curriculum Vitae and quoting reference MH446.

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Senior Finance Professionals

Funding Agency for Schools

YORK

The Funding Agency for Schools will be a new independent body which will take over direct funding of self governing (grant-maintained) schools in England from 1st April 1994. There are already nearly 700 self-governing schools and by 1995 the FAS may well be responsible for payments to schools of around £4 billion pa. The FAS will also have important responsibilities for monitoring the school's use of grant for the provision of school places.

FINANCE DIRECTOR

£44-£54,000

You will be directly responsible to the Chief Executive for integrating

the functions of the calculation, payment and monitoring of grant to self governing schools, for implementing new funding methods and for the establishment and maintenance of the Agency's internal finance systems. You will be responsible for the co-ordination and direction of work for two sites and for the overall management and administration of all aspects of work and staff concerned with the calculation, payment and monitoring of grant.

You will have excellent management and organisational skills and experience, complemented by a proven intent for leadership and communication. You will have considerable financial experience at a senior level and preferably some experience of Government Accounting.

FINANCIAL CONTROLLER

£36-£53,000

As Financial Controller you will be directly responsible to the Finance Director for all aspects of financial management of self-governing schools, the expansion and development of existing audit arrangements for self-governing schools, and the implementation and maintenance of procedures to ensure that both schools and the Agency conform to the requirements of quality and good management.

You will be a fully qualified accountant whose professional abilities should be complemented by strong management skills. You should have relevant experience at a senior level in a major enterprise in the public or private sector. Experience of the overseeing of multiple units with delegated budgets would be an advantage. Experience of value for money assurance would also be highly relevant.

The appointments are for an initial contract of 3 years and the package includes non contributory pension arrangements and a relocation package. Interviews will be held in November. Appointments to take effect as soon as convenient thereafter. You will be expected to make an important contribution to the launch of the Agency. For further details and an application form (to be returned by 25th October 1993), please write to Recruitment & Assessment Services, Alencon Link, Basingstoke, Hampshire RG21 1FB or telephone Basingstoke (0256) 468551 or fax (0256) 846660. Please quote Ref: B/674/247.

The FAS will be an equal opportunities employer. Applications are welcome from all sections of the community.

RAS



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We have a well established and high profile internal audit function whose activities include reviews of operational and financial control procedures, new systems implementations and a variety of special project work. Due to internal development we need to recruit additional accountants and computer auditors/IT specialists with the commercial awareness, ambition and motivation to succeed in a highly professional group.

Successful applicants are likely to have at least three years post-qualification experience with either a major firm of accountants or in a line role. IT specialists should have experience in at least some of the following areas: Unix/VMS/AS400 operating systems, project management and the use of CAATs.

Reporting to the Head of Group Audit you will undertake short term assignments in the UK and overseas - hence a second language would be an advantage. Candidates should have the ability to provide intelligent and practical solutions and must possess strong interpersonal, report writing and presentation skills.

Package includes quality car, profit share, pension scheme membership and BUPA cover.

Written applications to: Miranda Henderson, Lonsdale Advertising Services Limited, 58-60 Rivington Street, London EC2A 3AY.

GUINNESS PLC

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professional with many years varied multi-national experience, resident in Zurich, with Swiss & EC passports, dealing in challenging, permanent position in finance or banking. Prepared to travel extensively in a roving role or would consider relocating.
Write to Box B1723, Financial Times, One Southwark Bridge, London SE1 9HL.

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Qualified Finance Professional (32) seeks position in Spain. Experienced in European Controlling, Analysis & Planning, particularly US & UK companies. Last 4 years resident in Germany and Spain.
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Appointments

Advertising

appears in the

UK edition

every

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For further

information

please call:

Gareth Jones

on

071 873 3199

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Excellent package + car + benefits

Leeds based

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We are looking for an outstandingly able accountant to join our team at a senior level, to play a key role in the further development of our practice. Our ideal requirements include:

- a track record in board level financial management;
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- a systems bias;
- a flexible outlook;
- a readiness to work 'hands on';
- a keen interest in using financial skills to overcome a wide range of business problems.

While not essential, we would be particularly interested in anyone who already has consulting experience.

The position offers an outstanding career opportunity to the right person. It provides the chance to join a high quality group of professionals, dedicated to providing the best advice and highest standards of service to clients drawn from all segments of both the public and the private sector.

Please write in confidence, including full CV and current salary details and quoting reference number FT.001 to Ian McBride.

KPMG Management Consulting
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Competitive salary + car

John Laing Plc is one of the country's leading construction companies, with an enviable reputation for quality and shrewd financial management.

We are currently looking to further strengthen our finance function with the appointment of two high calibre accountants. It is unlikely that anyone with less than four years' post qualification experience will have the necessary skills and business acumen to succeed.

Divisional Financial Controller

Hemel Hempstead

This is a high profile role which reports directly to the Managing Director and has full responsibility for financial and management accounting for our Civil Engineering Division.

The position calls for experience in the contracting industry, a full accounting qualification, proven experience in staff management and the ability to work with other senior managers in the Division and the Group Head Office at Mill Hill.

The Division covers the whole of the UK and is involved in major projects in Europe and your brief is to add value to an already successful operation.

As you would expect, both roles attract excellent salaries and a range of senior management benefits which includes a company car and a non-contributory pension.

To apply, please write with full c.v. and current salary

Divisional Accountant

Mill Hill, North London

This opportunity arises from the need to provide additional support to the Group Chief Accountant at our Mill Hill Head Office. The responsibilities will include consolidation and review of quarterly management and financial information for our Building Division, thereby becoming directly involved in that business. The role will, in addition, involve ad-hoc accounting assignments throughout the Laing Group.

This is an excellent opportunity to gain a thorough understanding of the Group's Financial Management procedures, and requires a first-class accountant with the credibility, confidence and experience to further enhance the Group's finance function. Experience in contracting is preferred, however an excellent track record and the ability to work with accountants and management throughout the Group are of more importance.

details to D.R. Heard, Senior Personnel Manager, Group Personnel, John Laing Plc, Page Street, Mill Hill, London NW7 2ER. Tel: 081-906 5308.

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LAING

We build for people.

Jones Cable Group, UK subsidiary of US based Jones International, are in a period of rapid expansion. Having recently secured over £150 million of financing for our Leeds system, we require more people to be involved in the accounting and reporting functions for Jones' operations in the UK.

CORPORATE ACCOUNTANT

c.£34K & benefits & car

Based in Watford and reporting to the Group Finance Director you will be a Chartered Accountant with experience of US reporting and inter-company accounting in a corporate environment. Ref: 106/G/C11.

GROUP MANAGEMENT ACCOUNTANT (for Leeds)

c.£30K & benefits & car

Based in Watford and reporting to the Group Finance Director your responsibility will be for Leeds accounting at group level. You will be qualified with at least 10 years experience in a similar role, ideally in a start up situation. Ref: 107/L/G13.

SYSTEMS ACCOUNTANT

c.£23K & benefits

Based in Watford you will be assisting the Group Management Accountant. This is an ideal position for someone who is newly qualified. Ref: 108/L/G12.

MANAGEMENT ACCOUNTANT

c.£25K & benefits & car

Based in Leeds and reporting to the Leeds Managing Director you will be involved in establishing procedures and controls. You will be qualified with at least 5 years experience - preferably in a start up situation. Ref: 109/L/G05.

To apply for any of these positions you must be a non-smoker and also be fully conversant with spreadsheets.

Please apply in writing with full CV, quoting the relevant reference number, by Wednesday 13th October 1993, to:

Christine Hart, Group Human Resources Director, JONES CABLE GROUP LTD., Jones House, 9 Greycaine Road, Watford, Hertfordshire WD2 4JP.



NO AGENCIES.

COMMODITIES AND AGRICULTURE

Nickel prices rally on output cut speculation

By Bernard Simon in Toronto and Richard Mooney

NICKEL PRICES continued this week's rally at the London Metal Exchange yesterday as speculation grew of an impending production cut announcement by Inco of Canada, the biggest producer of the metal.

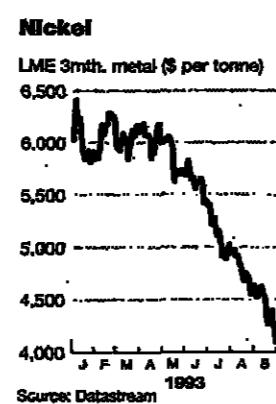
The three months price touched \$4,555 a tonne before being trimmed back by profit-taking to close at \$4,487.50, up \$170 on the day, \$375 on the week so far and \$447.50 from the 64-year low reached seven days before.

At Inco's Toronto headquarters yesterday a company official said that talks beginning today with unions on further output reductions at operations in Ontario and Manitoba were expected to be completed next week.

An outline of the company's proposals was due to be published late yesterday. Measures under consideration include a four-day working week, extended Christmas shutdowns and workforce reductions.

Mr Ted Arnold, analyst at the Merrill Lynch group in London, suggested that such moves might hold the market at present levels but would not be enough to lift it out of its depression. "What the market needs is a convincing cutback announcement," he said. Mr Wiktor Bielski, at Bain and Company, agreed. "These would not be real cuts," he said. "They could quickly be reversed if prices started rising."

There appears to be some disagreement, moreover, among unions at Thompson, which appears to be to some disagreement, moreover, among unions at Thompson,



Source: Datastream

Manitoba and Sudbury, Ontario, on what form the cuts should take.

"We're going to try and satisfy different people with different things," the Inco official said. The 1,700 workers at Thompson last month ratified a new three-year contract that included a three-year wage freeze.

The nickel market has been suffering over the past two years from persistent overproduction as demand for the metal has sagged, especially from stainless steel manufacturers, who account for about 60 per cent of consumption. This has swollen world stocks to a level equivalent to 22 weeks consumption.

The resulting price slide has eliminated profit margins for all but the lowest-cost production units. "No western producer is making money at these levels," said Mr Bielski. Inco suffered a US\$2.2m loss in the second quarter of this year when the nickel price averaged US\$2.93 lb - 90 cents above the current level.

Russia insists on reciprocal aluminium cuts

By Leyla Boultou in Moscow

RUSSIA, which later this month will host an international conference of major aluminium producers and consumers to thrash out a multilateral solution to the row over its exports, denies that it has offered to restrict its own exports unilaterally.

Officials say Russia has told the European Commission, which has imposed curbs on Russian imports, that it is prepared to cut its exports only if western producers undertake similar "self-restrictions".

"This problem cannot be solved unilaterally," Mr Eduard Borovikov, the foreign trade ministry's specialist on relations with the European Community, said this week.

Mr Vladimir Kondratiev, an official at Concern Aluminimy, which groups major Russian aluminium plants, said that Mr Sergy Znamensky, its director

for foreign trade, had told commission officials in Brussels last month: "We agree to cut our production of aluminium only if at the same time other producers do the same".

Mr Kondratiev also categorically denied rumours that the Bratsk and Krasnoyarsk plants had left Concern Aluminimy, and added that Mr Igor Prokopenko, the company's president, had not been present at the Brussels talks.

The so-called "safeguard action" imposed by the commission in August restricts Russian imports to 60,000 tonnes until the end of the year. The US and Canada protested against the EC restrictions, saying it would simply divert a flood of cheap metal in their way. The EC measures have had no effect on world aluminium prices, which have fallen because of continuing excess supply the world over.

Asked to clarify Russian producers' self-restrictions, Mr Prokopenko said that they had been agreed with the EC. The EC has already agreed with the European Commission to establish a system of "double checking" to monitor illegal exports through other former Soviet republics, he said, estimating that these totalled about 150,000 tonnes a year.

Mr Borovikov laid the blame for the appearance of cheap Russian aluminium in Europe

mainly on these exports, which Russia had been unable to control partly because of the absence of effective border controls following the collapse of the Soviet Union in 1991.

"This is a very big problem," he said. "Any trader from Latvia can come to Moscow and buy aluminium at the lower domestic price and then ship it through Riga [Latvia's capital and a major port]."

He admitted that another problem was corruption among Russian customs officials, who could be bought to turn a blind eye to unlicensed exports out of Russia.

But he said that Russia had a much better grip on the situation than before, partly because the gap between Russia's internal price and world prices was rapidly narrowing as a result of higher Russian energy prices. Cheap Russian energy and lax environmental standards were cited by EC

producers as giving Russian producers an unfair advantage. Many Russian plants are badly in need of re-equipping to meet Russia's existing environmental standards. But at a time when the country is undertaking radical market reforms being urged upon it by the west, officials say it is unrealistic to expect it to make unilateral sacrifices.

The closing of western markets to competitive Russian exports, especially when Russia has opened its market to competitive western goods and services such as banking, is also seen as hugely hypocritical on the part of western countries.

A wider conference on the aluminium problem in November would include other producers like Ukraine, the only other major producer in the Commonwealth of Independent States, and other western producers such as Norway.

Mr Borovikov said that an initial conference, to be held on October 20-21, would gather Russia, the EC, the US and Canada.

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Mr Borovikov laid the blame for the appearance of cheap Russian aluminium in Europe

Platinum 'largely in balance'

By Ray Colitt in Quito

JOHNSON MATTHEY executive director Mr John N. Clark believes the world platinum market will be largely in balance this year but slightly in deficit in 1994, reports Reuter from Tokyo.

He said that global 1993 platinum demand would be about 4m ounces, compared with 3.8m ounces in 1992.

"I heard from our expert that there's no more surplus stocks [in Russia] and they are merely selling what they usually mine in a normal year," Mr Davies said.

Johnson Matthey officials said normal annual production there was estimated at about 500,000 ounces.

Russian platinum sales would continue lower because of lower world prices and lower national stocks, Mr Clark said. "Russian sales will be slightly depressed from the level of the last two years."

The country sold 1.1m ounces of platinum in 1991 and 750,000 ounces in 1992, an exceptional release of stocks in order to obtain hard currency, JM chairman Mr David Davies said.

Mr Clark and Mr Davies are visiting Japan to attend the opening of a technology centre in Tochigi prefecture north-east of Tokyo.

Demand for rhodium, the rare metal recovered with platinum, should begin to pick up as buying from car manufacturers resumes, Mr Clark said.

"Now that worldwide stocks of car makers have been reduced and are at minimum levels, buying should start again," he explained.

The weather in the area has been bad and Novorossiysk, the leading crude export terminal, was closed on Tuesday because of high winds and swells. Weather problems have also

market is partially in compensation for production losses in central America, where Hurricane Gert destroyed large tracts of banana plantations. Meanwhile, new markets in Asia and the Middle East helped to offset losses caused by EC restrictions.

At the same time Ecuadorian bananas have become more competitive worldwide. According to Mr Jose Riofrio, head of promotion and marketing for bananas in the ministry of agriculture, the government's price decrease of 40 US cents a box, nearly 9 per cent, in June has had a beneficial effect on sales of the country's fruit.

In addition, Ecuador has increased its productivity by

phasing out inefficient plantations and has reduced the cost of fumigation. While the area cultivated was reduced from 140,000 hectares last year to 103,000 hectares by this September, production during that period actually increased last year.

Earlier this year the Union of Banana Growers and Exporters, representing central America and Colombia, had criticised Ecuador, which had increased its banana cultivation area by 30 per cent since 1991, for oversupplying the market.

Reductions in unit costs will not be sufficient to enable the producers to sustain the June reduction in the price they are paid by exporters. Producers

and exporters are to meet shortly with minister of agriculture, Mariano Gonzalez to discuss the new price adjustments. The National Banana Association has demanded that the reference price paid to

producers for a box of bananas be raised back to US\$4.50 from \$4.10. It is unlikely, however, that this will happen.

While producers have taken a cut in revenues the country has not experienced anything like the forecasted sales crisis. Government estimates had placed potential losses resulting from EC import restrictions at \$70m a year. Now the government forecasts that total exports for this year will be between 2.52m and 2.55m tonnes, up from 2.51m in 1992.

smoother under present conditions" affecting the Russian oil industry.

Precise data is unavailable but lack of investment and technical problems in many Russian fields has caused production to decline steadily this year.

Last month an oil industry forecasting group, Asotek, predicted Russian production in 1994 would be 327m tonnes, sharply below this year's forecast range of 340m to 350m tonnes.

The Mistar gas field off Sfax on the Tunisian coast was inaugurated yesterday by British Gas, which is developing the \$422m project. Completion of the project should make Tunisia self-sufficient in natural gas.

Russia's Black Sea oil shipments fall by 20 per cent

By Robert Corzine

TOTAL, the French oil company, yesterday launched a feasibility study for the construction of a second refinery unit to make up to 50,000 tonnes a year of the ETBE "green fuel" additive out of surplus agricultural crops, writes David Buchan in Paris.

The company had already started in July a study of a joint project with Eridania Béthune-Say, the food company, and the French associations of wheat and sugar beet growers to build a first refining unit of 50,000 tonnes a year of the additive, which can replace lead as an octane-enhancer in petrol and is seen as an increasingly useful outlet for French farm surpluses.

Total's partners in the second project, which would also be in one of the oil company's existing refineries in Normandy or northern France, would be maintained for the life of its ETBE

units.

Total said yesterday that it would next month be making a final decision on the two projects, which are very roughly estimated to cost about FFr50m (25.7m) each. If both projects get the green light, Total's biocarburant output might eventually overtake that of its French rival, Elf-Aquitaine, whose Feyzin refinery near Lyons currently has a capacity to turn out 75,000 tonnes of ETBE a year.

But Total warned that it first wanted some long-term assurance from the French government that the present tax exemption for biocarburants, first introduced in the 1992 budget, would be maintained for the life of its ETBE

units.

hit liftings of oil products, mainly gas oil, from Tuapse and Odessa, other Black Sea ports.

Traders also reported that

there were logistical problems at Russian crude-gathering centres and local transportation difficulties, although one analyst at a western oil com-

pany said he "didn't see why logistics should have suddenly broken down".

He added, however, that "we don't expect exports to be

WORLD COMMODITIES PRICES

MARKET REPORT

SILVER continued to outshine other precious metals at the London bullion market yesterday as prices responded to overnight options-related buying at the New York Commodity Exchange (Comex).

The London price ended at 455 US cents a troy ounce, up 45 cents, following Wednesday's 16-cent advance.

Many investors see the outlook for the silver market as bullish, based on the present supply deficit, variously estimated at between 350 and 500 tonnes a year. But Mr W.E. Bielski, analyst at Bain and

Company, points out that stocks in Comex warehouses amount to about 275m ounces, equivalent to about 6 months supply of the metal. And he suggests that, before continuing deficits have eaten into this total significantly, rallies in lead and zinc prices may have brought mothballed lead/zinc mines back into production and with them extra silver by-product.

The gold price moved higher in silver's wake yesterday, closing in London at \$357.70 an ounce, up \$1.95 on the day. That wiped took the price to the highest closing level for more than four weeks.

Compiled from Reuters

London Markets

SPOT MARKETS

Crude oil (per barrel FOB/Norw) + or -

Dubai 15.05-5.07c -0.045

Brent Blend (kilo) 15.80-6.02c -0.020

Brent Blend (Ned) 15.17-5.17c -0.060

WTI (1st pm est) 15.46-5.46c -0.120

Or products

INVE prompt delivery per tonne CIF + or -

Premium Goldline 15.67-1.69c +0.01

Gold Spot 15.67-1.69c +1.95

Silver (per troy oz) 35.00-3.50c +15.50

Platinum (per troy oz) 30.00-3.35c +3.75

Palladium (per troy oz) 12.00-2.25c +2.25

Copper (US Producer) 85.5c -0.5

Lead (US Producer) 33.00c -0.10

The metal (our market) 11.10m -0.13

Gold (New York) 15.46-5.46c +4.5

Zinc (US Prime Western) 62.00c

Cadiz (live weight) 118.30p -3.48c

Sheep (live weight) 15.40p -0.47c

Pigs (live weight) 14.74p -0.24c

London Daily sugar (raw) 272.24c -4.6

London Daily sugar (white) 269.05c -4.6

Tallow and Lye export price 230.00c +2.0

Turnover 13149 (11019) lots of 100 tonnes

Dec 1993/01 Feb 1994

Dec 1993/01 Mar 1994

Dec 1993/01 Apr 1994

Dec 1993/01 May 1994

Dec 1993/01 Jun 1994

Dec 1993/01 Jul 1994

Dec 1993/01 Aug 1994

Dec 1993/01 Sep 1994

Dec 1993/01 Oct 1994

Dec 1993/01 Nov 1994

Dec 1993/01 Dec 1994

Dec 1993/01 Jan 1995

CURRICULUM AND
SMENT AUTHORITY

A Authority was established on
the Secretary of State for
Education and its associated
committee of public examination
of implementation of the National
Curriculum and
with major consultations on

E OFFICER
NCE £25,330-£39,227
ating of £1,776
31

responsibility for managing the
including payroll, pensions and
special management of accounts
using legal advice. In 1993,
within the Finance Section and
and Personnel.

work with the charity to analyse and
should have significant experience
and preparing final accounts
and management of staff in the
sector at a senior level is desirable.
Understanding of the work
items (responsible for direct rea
years. Benefits include a 30
days annual leave, relocation
£900 and an interview after
are available from

reference number
forms. 21 October 1993
ity employer. Age: 21-45
ity of race: any. Equal opportunities
are available from

LONDON STOCK EXCHANGE

Footsie slips from its all-time high

By Terry Byland,
UK Stock Market Editor

THE LONDON stock market responded cautiously to yesterday's speech by Mr Kenneth Clarke, chancellor of the exchequer, to the annual conference of Britain's governing Conservative party. After moving uncertainly during the trading session, the FTSE failed to hold an early gain to close 8.4 down at 3,032.4, abandoning both the 3,030 mark and the all-time high on the Footsie Index reached in the previous session.

A calmer day in the stock index futures sector, together with a mixed bag of corporate trading statements took the heart out of the equity market. Early trading saw the Footsie bounce to 3,110.8 but the stock market then turned off as the bourses elsewhere in Europe showed an unwillingness to extend the gains of the previous session.

At the day's low the Footsie was down by about 12 points to 3,038.8 area. But selling pressure was moderate and traders expressed little surprise at what was seen as a bout of profit-taking after a strong rise in UK equity prices.

The FTSE Mid 250 Index, which covers a wider range of equities than the Footsie, also lacked support, closing 1.1 down at 3,470.5, still more than 40 points short of the all-time

high reached at the end of August.

But trading volume was lower in the market yesterday, with the lead volume total down to 572.1m shares from 697.4m on Wednesday. However, retail or customer business, often regarded as the soundest guide to genuine investment activity, was worth £1.58bn on Wednesday. This total fully sustains the

improvement in stock market activity which underpins the recovery in market indices over the past three months.

Interest-related stocks, such as retail and consumer issues, lagged the market yesterday despite the hopes that the chancellor of the exchequer might soon sanction a cut in domestic interest rates.

The stock market was also held back by renewed lack of

support for the oil stocks as investors surveyed the prospect for crude oil prices following the easing of tensions in Russia. Losses in the blue chip oil stocks were mirrored by larger setbacks among some of the second line issues.

With currency markets also quieted yesterday, the international blue chips traced a less certain path. Pharmaceutical shares moved either side of

overnight quotations without attracting much activity. Profit-taking hung over the blue chip sectors as stock index futures played a less active role in the equity market.

Political considerations continued to overhang the London stock market yesterday as the Conservative party conference unfolded in Blackpool, in the north of England. However, expectations of a cut in domestic interest rates have been largely postponed until the government budget, due in November. In the meantime, the political future for the Conservative government and for the prime minister, Mr John Major, remains a matter of uncertainty.

Nikkei Europe believes that the UK chancellor of the exchequer "despite his protestations" may soon be able to justify an interest rate cut on other than political grounds, pointing out that the bullish outlook is premised on the prospect of falling inflation and short term interest rates across Europe.

FT-SE Actuaries Share Indices

THE UK SERIES

FT-SE 100				FT-SE MID 250				FT-A ALL-SHARE			
3092.4 -8.4	3470.5 -1.1	1530.42 -3.05		3092.8	3470.5	1530.42		3092.8	3470.5	1530.42	
Buy's Oct 7 change %	Oct 8	Oct 9	Oct 4 avg	Buy's Oct 7 change %	Oct 8	Oct 9	Oct 4 avg	Buy's Oct 7 change %	Oct 8	Oct 9	Oct 4 avg
FT-SE 100	3092.4	-0.3	3109.8	3092.8	-0.3	3067.7	2348.0	3.79	5.56	22.32	81.80
FT-SE MID 250	3470.5	-0.5	3471.5	3470.5	-0.5	3457.7	2387.0	3.52	5.78	21.05	72.51
FT-SE MID 250 ex Inv Trusts	3470.4	-0.5	3478.8	3468.1	-0.5	3448.5	2393.7	3.62	6.19	19.82	81.78
FT-SE SmallCap	1780.65	+0.1	1775.1	1776.7	+0.1	1770.85	-	3.73	5.61	22.22	39.65
FT-SE SmallCap ex Inv Trusts	1773.86	+0.1	1771.7	1769.8	-0.1	1765.52	-	3.12	2.87	35.56	35.75
FT-A All Share	1530.42	-0.2	1533.47	1526.8	-0.1	1518.12	1199.54	3.39	4.29	33.75	37.49
								3.89	5.50	22.56	38.75
											116.11

Dividend	Earnings	P/E	Div yield %	Total return
				122.67

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

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AMERICA

US stocks subdued ahead of jobs data

Wall Street

US share prices were trapped in a narrow trading range either side of opening values yesterday morning as dealers and investors mostly stuck to the sidelines ahead of today's important jobs figures, writes *Patrick Harrison* in New York.

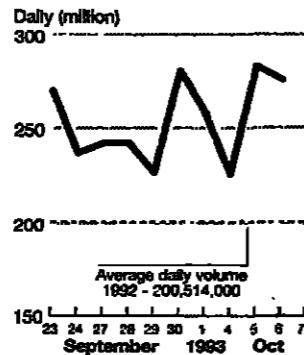
At 1pm, the Dow Industrial Average was down 2.79 at 3,596.20. The more broadly based Standard & Poor's 500 was down 0.48 at 460.26, while the Amex composite was 0.53 lower at 463.89, and the Nasdaq composite down 1.23 at 763.54. Trading volume on the NYSE was 15m shares by 1pm.

Trading was subdued from the start as participants once again chose to keep their heads down while awaiting the September employment report, due out this morning. The monthly jobs report is traditionally the most eagerly-anticipated set of economic figures, and the markets are hoping that today's numbers will give them a fresh look at how the labour market is faring in a still struggling economy. The consensus of analysts' forecasts has non-farm payrolls rising by about 150,000 last month.

Wall Street, however, has a

poor track record of forecasting the jobs figures, and there have been numerous occasions this year when the monthly employment numbers have surprised the market, usually by producing a more bearish

NYSE volume



report than expected. This explains the markets' cautious approach to today's data, and the lack of much movement in share prices during the morning session.

There was some news on the jobs front yesterday - the Labor department announced that the number of people claiming state unemployment insurance fell by 9,000 in the final few days of September - but the numbers failed to move the markets.

Among individual stocks,

retailers were in the limelight after some of the biggest companies reported their latest monthly sales figures. The news was neither disappointing nor particularly encouraging, and investors seemed unimpressed. Sears, Roebuck fell 5% to \$58.46, well off its lows for the day, while JC Penney gave up 5% to \$46.76, the Limited dropped 5% to \$23 and Kmart eased 5% to \$24.46.

Corning plunged 6% to \$27.45 in volume of 2.5m shares after the company warned that it would be taking a third quarter charge against earnings of \$130m, and said that its underlying income, even excluding the charge, will come in about 10 per cent below a year ago.

Motor stocks were in demand, with General Motors up 3% to \$44, Ford 5% to \$35.66 and Chrysler 5% to \$49.76.

On the Nasdaq market, Liberty Media rose 1% to \$28.75 on the news that Tele-Communications is considering a \$3.3bn stock deal to regain full control of the company.

Canada

TORONTO remained ahead at midday although the market had eased from earlier levels due to falling transportation and energy indices. The TSE-300 composite index at noon was 5.96 higher at 4,061.44 in turnover of C\$361.1m.

EUROPE

Paris sees 3 per cent decline in LVMH

AFTER two days of significant gains, the Eurotrack 100 eased a little yesterday, following the trend set on Wednesday afternoon, writes *Our Markets Staff*.

PARIS recorded a 3 per cent push from German mutual funds moving out of bonds into equities, and supported by US buy-

ing.

The big winner of the day, the pharmaceuticals group, Schering, made its own breakthrough with a DM23.90 gain to DM1.02 on one big order, and thus excitement that it had cleared the DM1.00 level.

Other recent special situations like Daimler and Luftwaffe were down again, by DM5.60 to DM747.50 and by DM2.40 to DM159.90 respectively.

AMSTERDAM saw Hoogovens continuing to attract sellers as speculation persisted over its financial health, the shares ending up 90 cents at F142.10. Many analysts believe that while the steel group remains in a difficult situation, its longer term prospects are relatively satisfactory.

Goldman Sachs has the stock on its European priority list, although emphasising that earnings recovery "is likely to be a bumpy ride".

The CBS Tendency index finished off 0.2 at 127.17.

Nedlloyd featured among the day's gainers, up F1.20 or

FT-SE Actuaries Share Indices									
THE EUROPEAN SERIES									
Hourly changes	Open	11.30	12.00	13.00	14.00	15.00	16.00	Close	
FT-SE Eurotrack 100	1318.60	1317.92	1321.34	1319.25	1318.61	1317.76			
FT-SE Eurotrack 200	1402.72	1402.41	1403.44	1402.79	1403.47	1401.97	1401.97	1401.97	1401.97
	Oct 6	Oct 5	Oct 4	Oct 3	Oct 2	Oct 1	Sep 30		
FT-SE Eurotrack 100	1321.84	1313.91	1299.14	1293.99	1293.00	1293.00	1293.00	1293.00	1293.00
FT-SE Eurotrack 200	1403.39	1391.47	1377.73	1363.19	1362.51	1362.51	1362.51	1362.51	1362.51
Base value 1203.26/1200.00 High-Low 100 - 1317.49 200 - 1405.44 Low-High 100 - 1317.49 200 - 1362.51									

nearly 6 per cent at F143.80.

Kleinwort Benson has issued a buy note on the transport group, based on "significant changes in top management which...in the short to medium term will focus on debt reduction and cost cutting and should lead to a gradual allaying of fears over the group's weak financial position".

MILAN was enlivened by some late speculative buying of Ferruzzi on hopes that the rescue plan may soon be completed, while the Comit index shed 4.5 to 566.16 as the market's consolidation continued.

Ferruzzi added F1.50 or 3.3 per cent to F125.30 and Montedison was F135.60 or 4.6 per cent higher at F180.1 ahead of the weekend meeting of creditors.

Analysts were surprised by a

L30 fall to L1.324 by Olivetti in heavy volume of 16.7m shares,

noting that there was no news to account for the activity. On Wednesday, Merrill Lynch commented that in the short-term, the share price was reflecting expectations such as

the probability of winning Italy's second cellular telephone licence, adding "there is still scope for intermediate-term appreciation given the company's repositioning of itself".

Flat group companies were

lower. Fiat shed L169 to L6,000.

ZURICH edged lower in

fairly active trade, the SMI index easing 6.6 to 2,528.0.

Roche and Sandoz were marked down after forecasts which analysts said were in line with expectations. Roche certificates shed SF15.30 to SF15.390, and Sandoz SF160 to SF161.

Banks and insurers remained supported by hopes for lower interest rates: CS Holding bearers added SF15.50 to SF16.00, helped by Wednesday's cut in cash bond rates by Credit Suisse and Swiss Volksbank's plan to cut costs by closing the

STOCKHOLM's Affärsvärlden general index ended a mere fraction below the all-time high of 1,239.1 it hit on August 18, closing 10.3 higher at 1,237.3.

Domestic and international investors tended to focus on shares which had underperformed the earlier market rally. The household appliance maker, Electrolux, rose SKR7 to SKR7.60 and the mining and metals group, Trelleborg, by SKR4.50 to SKR4.60, helped by

Written and edited by William Cochran, John Pitt and Michael Morgan.

ASIA PACIFIC

Nikkei eases as Hong Kong stays at peak

Tokyo

SPECULATION that the Osaka securities exchange will soon announce a new stock futures index triggered unwinding of arbitrage positions, and share prices lost 1.1 per cent on selling of small-capital stocks, writes *Emiko Terazono* in Tokyo.

The Nikkei average lost 234.62 to 20,255.63 after a high of 20,494.45 and a low of 20,262.83. Investors and dealers sold components of the Nikkei 225 index, on rumours that the index will be replaced by a capitalisation weighted average.

The settlement of October options contracts today also prompted selling by traders adjusting positions.

Osaka and Tokyo stock exchange authorities have been working on a capitalisation weighted average to replace the Nikkei 225, which is a simple price weighted average and is seen as easily manipulated.

Volumes were 300m shares against 330m. Declines led advances by 613 to 382 with 184 issues unchanged. The Topix index of all first section stocks fell 6.98 to 1,646.79 and, in turn, the ISE/Nikkei 50 index rose 3.42 to 21,939.

Traders sold low liquidity small-capital component issues of the Nikkei, on expectations that such stocks would be excluded from the new index.

Nippon Kayaku fell Y10 to Y161 and Shinagawa Refractories lost Y70 to Y160.

In Osaka, the OSE average fell 54.05 to 22,401.76 in volume of 15.9m shares. Small-lot sell-

ing depressed large-capital shares.

Roundup

PACIFIC Rim markets continued in positive fashion yesterday.

HONG KONG finished at a fifth consecutive record during a session that saw prices sharply lower after early profit-taking by local investors before US funds, which have been driving the rally, once again entered the market as buyers.

The Hang Seng index finished 25.22 higher at 8,066.79 in turnover that dipped to HK\$6.19bn against an adjusted HK\$7.18bn on Wednesday.

The index has risen by 8.2 per cent over the last 10 days as strategists, mainly in the US, have increased their weighting for the market.

THE NEW FT-SE ACTUARIES INDICES CLASSIFICATIONS

10 MINERAL EXTRACTION	
■ SECTOR 12 Extractive Industries	295
121 Copper Mining	296
122 Prospectors, extractors and refiners of copper ores	297
123 Prospectors for extractors and refiners of gold bearing ores	298
125 Other Mineral Extractors & Mines	299
126 Miners engaged in the extraction of minerals other than those classified elsewhere	300
127 Mining Finance	301
128 Finance houses engaged in financing and developing interest or deriving an income from mining interests	302
129 SECTOR 16 Oil, Integrated	303
130 Oil, Integrated	304
Companies engaged in the exploration for, production, refining, distribution and supply of mineral oil and gas products	305
131 SECTOR 16 Oil Exploration & Production	306
132 Oil Exploration & Production	307
Companies engaged in the exploration for and production of mineral oil and gas	308
133 Oil Services	309
Providers of services for exploration and production	310
20 GENERAL MANUFACTURERS	
210 Building Contractors	311
Builders, house builders, civil engineers, manufacturers of prefabricated buildings and structures, plant hire contractor	312
212 Building Materials	313
Producers of materials used in the construction and renovation of buildings and structures, including refractory materials	314
213 Builders Merchants	315
Wholesalers and retailers of building materials; timber importers and dealers	316
214 SECTOR 23 Chemicals	317
Chemical producers	318
Producers of commodity and industrial chemicals, industrial coatings and paints, fibres and films	319
215 Chemicals, Specialty	320
Producers of fine chemicals, biocides, dyes and colourants, pharmaceuticals and applications	321
216 Chemicals, Materials Technology	322
Producers of organic polymers, natural and synthetic rubber latexes and specialist plastic sheeting	323
217 SECTOR 24 Conglomerates	324
Conglomerates engaged in three or more classes of business that differ substantially from each other, no one of which contributes 50% or more of pre-tax profit, or less than 10%	325
218 SECTOR 25 Electronic and Electrical Equipment	326
Producers of electrical components and equipment	327
219 Electronic Equipment	328
Producers of electronic components and equipment	329
220 Manufacturing	330
Manufacturers, suppliers and service providers of office copiers and related equipment	331
221 SECTOR 26 Engineering	332
Engineering, Metallurgy, Producers, manufacturers, stockholders thereof and providers of semi-manufactured materials to form manufacturers	333
222 Engineering, Diversified	334
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